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PART-TIME EMPLOYMENT IN RETAIL TRADE





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part-time employment in retail trade

Economics and Research Branch

and

Women's Bureau

CANADA DEPARTMENT OF LABOUR

OTTAWA

part-time
employment
in
retail
trade

Report of the
Task Force
on
Retail Trade
Employment
CANADA DEPARTMENT OF LABOUR

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INTRODUCTION

An increase in part-time employment of women has gone hand in hand with the large influx of women into the labour force. In the last decade the proportion of women going outside the home to work has steadily climbed. Today one out of three Canadian women is in the labour force. Unlike men, a substantial proportion of these women workers are in part-time employment. Averaged over the monthly labour force surveys in 1967, one out of three women worked less than 35 hours a week, and one out of five less than 24 hours.¹

This study is an attempt to go beyond the counting of heads and to find out how conditions of employment in part-time work differ from those in full-time work, and what problems this large and growing group of part-time women workers pose for the labour market of the future.

As a start in a continuing study of part-time employment, the Women's Bureau selected retail trade for two main reasons. First of all, part-time employment has been a characteristic of the organization of work in this sector over a long period of time. Second, although a substantial number of part-time employees in retail trade are students, there is a demand for women on a regular part-time basis, the sort of work that suits married women with family responsibilities.

The implications of the growth of part-time employment led the International Labour Office, at the suggestion of its Panel of Consultants on Women Workers' Problems, to conduct an international survey on the subject in 1963. The United Nations Commission on the Status of Women has urged that the matter receive continuing study.

The most recent inquiry, the report of which is now being published, was undertaken by Professor Jean Hallaire of France on behalf of the Manpower and Social Affairs Division of the Organization for European Co-operation and Development, and was based on visits to six European countries to study the extent and nature of part-time employment arrangements, and on correspondence with the United States and Canada.

In undertaking this study of part-time employment in retail trade, the Women's Bureau hopes that it may provide insight for planning future studies in the professions, industry and other sectors of our economy, and guidance for the most effective use of our manpower resources, to establish safeguards for men and women in all branches of economic activity, and to enlarge the contribution that Canada can make to international studies on the problem of women workers.

The initial planning of this project was undertaken by Miss Gwen Johnson during a summer contract with the Women's Bureau in 1967, and in consultation with Mr. A. J. McKichan, general manager of the Retail Council of Canada in Toronto. It was agreed that the information regarding part-time employment be obtained through case studies, particularly in view of the fact that an extensive questionnaire was being circulated in the department store field in conjunction with a study for the Royal Commission on the Status of Women.

The Department is most grateful to Mr. McKichan and his associates for their good co-operation in securing the participation of two large department stores and two food chains in our study, and to the officials of these companies who furnished employment data at our request and gave generously of their time during personal interviews. Special thanks are also due to representatives of four of the trade unions in the retail field, who supplemented information contained in collective agreements covering part-time employment in food supermarkets through personal discussions with the writer, Mrs. Eileen Sufrin, of the Economics and Research Branch of the Department.

The interviews with the two department store managements were conducted for the Bureau by Mr. Alan Portigal, Special Projects Division, Economics and Research Branch of the Department, and those with the food chains by Mrs. Sufrin. Miss Johnson gave valuable assistance in preparing the bibliography.

Chapter I

SOME ASPECTS OF PART-TIME EMPLOYMENT

Married women have accounted for the largest number of women entering the labour market in recent years. More than half of the 2.3 million women at work in Canada in 1967 were married. Now more than one of every four married women of working age in the population is in the labour force.¹

More women are continuing to work after marriage, but the rate of participation has increased most in the past decade among women between 45 and 54, with the increase in participation rate of those in the 35-44 age group running a close second. The average age of women in the Canadian labour force in 1967 was 35.6²

The upward trend in part-time employment of women has not increased to the same degree as employment of women, which rose by 64 per cent from 1957 to 1967, but nevertheless there has been a steady rise in the number of part-time workers.³

In endeavouring to assess the extent of part-time employment the first problem we meet is one of definition. No method of statistically classifying part-time workers has as yet been agreed upon, nationally or internationally.

When we speak of a part-time employee in Canada whom do we mean? Is it the student working in a tourist resort for his summer vacation? Is it the girl parcelling in a department store every Saturday? Is it the woman who works a few hours every night cleaning offices? Is it the fisherman who works as long as the weather and "the run" permits? Or the woman who works 40 hours or more a week during the canning season? Or the nurse who puts in three shifts a week at a hospital? Or the teacher who is on call to substitute for a regular teacher away ill? Is it the receptionist who works five hours every day in a dentist's office?

Of course, all of these are working part-time whether it be per day, per week or per year. But it is apparent that there are differences among them in tenure of employment — casual, seasonal and what we shall call "regular" part-time work.

Casual Part-time Workers

The term "casual" or "contingent" or "temporary" is used to describe an employee whose employment is sporadic, discontinuous, or short-term. Both the employee and the employer know that no permanent offer of work is involved, although at some point such an employee might become continuously employed by that same employer.

This type of employment attracts students who need to earn money during their education, and retired persons who want to engage in some activity from time to time.

Seasonal Workers

This group is easier to classify, for "seasonal" signifies that the work is only available at certain times in the year but at such times it is usually full-time work, and in fact, the work week may be much longer than average while the season is on. For many Canadians such as those in logging, fishing, trapping, the tourist business and agriculture, seasonal work may be their main source of income. For women who work in food processing or in retail stores at the Christmas season it may represent a few months or weeks of full-time work during the year.

Regular and Voluntary Part-time Work

For purposes of studies of part-time employment, the International Labour Office defines such work as "Regular, voluntary work carried out during working hours distinctly shorter than normal." ⁴ This implies stability in the employment relationship. "Voluntary" means that it meets the wishes of both employee and employer, as distinct from involuntary short time arising from lack of work or reduced schedules in the enterprise.

The Women's Bureau is particularly interested in this third category of part-time employment, for the shorter number of working hours is obviously suited to the needs of women with family responsibilities. For the woman who chooses to work outside the home, it helps her to maintain

her skills and keep in contact with new developments in the world of work until such time as she may be able to return to full-time employment. For a great many part-time women workers, economic factors may provide as compelling reasons to seek employment as they do for full-time workers.

Available Statistics on Part-Time Employment

Because of this variety of part-time work arrangements, there are obvious reasons why it is difficult to arrive at satisfactory statistics on the extent of part-time employment. There is a further obstacle in that for purposes of certain Canadian census and labour force data, a part-time worker is regarded as one who usually works less than 35 hours a week. This does not meet the International Labour Organization's definition of "working hours distinctly shorter than normal". In fact, of more than one million office employees covered in the survey for the 1967 edition of *Working Conditions in Canadian Industry*, published by the Department of Labour, 74 per cent worked in establishments which had a work week of 37½ hours or less, and 24 per cent worked 35 hours or less a week. It is not always possible to determine how many of those who usually work less than 35 hours per week are doing so on a voluntary or involuntary basis.

However, bearing these points in mind, we learn from the 1961 census that of approximately 1.6 million women workers, 274,000 or 17.3 per cent usually worked less than 35 hours⁵, whereas the 12-month averages of monthly labour force data issued by the Dominion Bureau of Statistics for 1967 show that of 2.3 million women employed, 505,000 or 22 per cent usually worked less than 35 hours.⁶

The latest occupational data by hours worked is from the 1961 census and is shown in Table 1. Although almost 80 per cent of women workers are in clerical, service, professional and technical, and sales occupations, in that order by numbers, the sale occupations have the highest proportion, one out of three women workers, with a work week usually less than 35 hours. Of these saleswomen 10 per cent worked from 20 to 29 hours a week, and 18 per cent 19 hours or less per week. It is known that both casual and regular part-time workers are employed in the retail trade in large numbers. One of the objectives of this study was to discover what are the ratios of part-time to full-time employees in this sector, and if possible, what proportion are casual or regular part-time.

Table 1

Women Wage Earners in Selected Occupations, by Number, Percentage and Hours Usually Worked Each Week, 1961.

Occupation	Total* Female Wage Earners	Female Part-Time Workers					
		Less than 35 hours		Hours usually worked			
		No.	%	1 - 19	20 - 29	30 - 34	
All Occupations.....	1,585,457	273,992	17.3	No. 117,443	No. 90,909	No. 65,640	% 4.1
Managerial.....	24,308	2,140	8.8	849	700	591	2.4
Professional and Technical.....	263,305	59,208	22.5	15,036	21,254	22,918	8.7
Clerical.....	502,530	59,150	11.8	24,928	19,082	15,140	3.0
Sales.....	133,284	44,447	33.4	25,057	13,565	5,825	4.4
Housekeepers, Waitresses Cooks and Related Workers.....	273,830	54,651	20.0	28,031	17,161	9,459	3.5
Other Service Occupations.....	78,246	25,483	32.6	12,578	9,007	3,898	5.0
Transport and Communication.....	37,404	5,588	14.9	2,691	1,729	1,168	3.1
Farmers and Farm Workers.....	10,245	2,474	24.1	957	1,003	514	5.0
Bakers, Cannery and Related Food Workers.....	16,015	1,795	11.1	599	584	612	3.8
Spinners, Weavers, Knitters and Related Workers.....	14,497	884	6.2	141	356	387	2.7
Dressmakers, Furriers and Related Workers.....	74,060	6,650	8.9	1,441	2,777	2,432	3.3

*Includes wage earners who did not report usual hours worked.

Source: Census of Canada 1961, Vol. III, Part 3, Table 24.

The Supply-Demand Situation

Apart from farm workers, it is seen from Table 1 that after Sales the next highest percentage of workers in part-time employment is in the service occupations (Housekeepers, Waitresses, Cooks and Related Workers) and in the Professional and Technical field. However, it is probable that two quite different situations govern the demand for part-time workers in these occupations.

In the sales and service groups, there are peaks rather than a steady flow of work and the business day may be considerably longer than the normal employee work day of 7½ or 8 hours. Thus, part-time employment meets the needs of the employer to match manpower with peak sales or "rush" periods and to avoid excessive overtime costs for full-time employees.

Part-time work in the professions, however, is probably a reflection of women-power shortages in such fields as nursing and teaching. One out of three teachers works less than 35 hours per week.⁷ Returns from an inventory of registered nurses made in 1966 by the Canadian Nurses' Association indicated that 25 per cent of the 82, 517 respondents employed in nursing worked part time.⁸

The more limited use of part-time workers in clerical and manufacturing occupations may indicate that the labour supply is adequate or that the organization of work does not lend itself to part-time shifts. In any case it does not seem that much effort is made to rearrange work schedules unless a shortage of labour provides the incentive. One of the recent and more novel exceptions, although in part it stemmed from a shortage of labour, is the plant in Holland opened by an international manufacturer of electrical apparatus that is staffed entirely by part-time married women workers. It has been in operation for over three years and has proved so satisfactory from both employer and employee points of view that other similar plants are contemplated.⁹

The rise in the standard of living in Canada has been accompanied by an increase in the demand for services of all kinds. This in turn has resulted in dramatic changes in the composition of the Canadian work force as shown in Table 2.

Table 2

Canadian Labour Force Changes, Goods-Producing and Service Producing, 1941-1961

	Goods-Producing Industries	Service-Producing Industries	All Industry
	(000's)	(000's)	(000's)
1941	2,437	1,700	4,184
1951	2,728	2,481	5,277
1961	2,738	3,561	6,458
% increase, 1941-1961	12.4	109.4	54.4

Source: 1961 Census, Labour Force Occupation and Industry Trends,
Cat. 94—551. Table 12.

There is a substantial concentration of women in the service occupations, as indicated in Table 1, and these occupations account for a large proportion of part-time employment. To the extent that the shift to service-oriented occupations continues, the demand for part-time services of women is likely to increase.

As a result of our improved standard of living, young people are remaining longer in school and more workers are able to retire at an earlier age. To the extent that we can increase output in our economy, the better we will be able to support these groups at either end of the age scale. To enable more women to contribute to the productivity of our economy may require more flexible work schedules and considerably more day care facilities, the provision of such things as school lunches, so that larger numbers of women with family responsibilities may enter the labour force.

The trend toward increased participation of women in the labour force shows no sign of reversal. This poses the question as to what influence this influx of women will have on incomes, hours of work and other terms of employment for workers in general. The lowest wage earners in Canada, as elsewhere in the world, are women. Would a further increase in part-time employment of women create a still more disadvantaged group of workers? Is there any evidence that part-time employment constitutes a threat to full employment? Are part-time workers covered adequately by our labour standards legislation? These are some of the questions posed by the growing demand for part-time workers in retail trade, banking and other service industries.

We have no data to indicate how many men and women not now working would accept part-time employment. Obviously, men and women who must support themselves and their families or dependants will not voluntarily choose part-time employment. But for married women, the elderly and the physically handicapped, part-time employment may provide social advantages quite apart from purely economic ones.

In the course of his study of part-time employment for the Organization for Economic Co-operation and Development, Professor Hallaire found that "in Denmark, Sweden and the United Kingdom, great stress was laid on the social benefits of part-time jobs". Among the examples which he cites in his report was the experience of women who returned to work part-time in a large industrial enterprise in Gothenburg (Sweden) after a break of several years in employment. When interviewed ten months after their return, "they all declared that, after a period of re-adaptation which involved genuine effort, they were delighted by their experience. They felt several years younger. Moreover, they felt a much keener desire to take part in all kinds of activities . . . going to the theatre and so on." ¹⁰

It is reasonable to assume, therefore, that in Canada also more opportunities for part-time employment would be welcome, especially if vocational counselling and "refresher" courses were available to enable women to assume more than the lowest paid, "dead-end" jobs.

During the Canadian National Exhibition in Toronto in August, 1964, the Women's Bureau of the Ontario Department of Labour conducted a survey of approximately 3,500 women who visited the bureau's information booth and completed questionnaires. An analysis of the response showed that "of those who wished to work, to work more hours or to work on a more regular basis, only 26 per cent were interested in full-time employment whereas 74 per cent wanted part-time employment". In summary, the report stated: "... the trend is for the mature woman between the ages of 35 and 54, whose children have reached the age where they need less intensive care to re-enter the labour force, preferably on a part-time basis. The survey showed that the women of Ontario are a valuable source of experienced, well-educated labour and that more job opportunities and counselling for vocations and family arrangements are needed". ¹¹

Very similar results emerged from the Canadian Federation of University Women survey in 1967 of both member and non-member university graduates. Of those who expressed a definite intention to resume work in their profession, a sizable majority (74 per cent of Federation members and 59 per cent of non-members) expressed the desire to work part-time.¹² In view of an acute shortage of personnel in some professions in Canada, it is difficult to understand why work arrangements cannot be made to utilize the skills of these women on a part-time basis.

Within the past year the Canada Manpower Centres have begun to register applicants for part-time employment. In time this should provide much needed information about the occupations, educational qualifications, work patterns desired and other characteristics of such applicants.

The Public Service Commission of the federal government showed leadership in 1967 in advertising for economists and librarians to work 4 to 6 hours a day on a flexible schedule, with time off during school holidays. Salaries were to be pro rata, based on qualifications, to those of full-time employees. Such provision was made to enable married women "to combine a professional career with the management of their home".¹³

Chapter II

WOMEN EMPLOYEES IN RETAIL TRADE

Inevitably the tremendous changes which have occurred in production of goods have been matched with a revolution in the techniques of merchandising.

The corner store still exists, but over the past two decades its owner is finding it increasingly difficult to survive, even by working very long hours, and by being helped by other members of the family. In every large community he must compete with department stores, discount stores, "dime" stores and food supermarkets.

It has been estimated that one out of every five Canadians is employed in the distribution of goods.¹ We have already noted that between 1941 and 1961 the labour force in service-producing industries more than doubled. The growth of the labour force in retail trade has been no less dramatic, particularly as far as the employment of women is concerned. In the same twenty-year period, as shown in Table 3, the retail trade labour force increased 87 per cent to 701,000, but the number of women workers rose by 163 per cent to almost 250,000. By 1967, two thirds of the employees in department stores were women, and more than one in three of food store workers were women.²

If we look at the sales occupations, the principal occupational group in retail trade, the rate at which women have been gaining a larger share in this activity is also apparent. Table 4 shows that, whereas the number of women in all occupations more than doubled between 1941 and 1961, in the sales occupations their numbers increased by 150 per cent, and the proportion of women to all employees in sales occupations rose from 28.5 to 35.9 per cent. However, we must also bear in mind that one out of every three women sales clerks works part-time (see Table 1).

Table 3

Labour Force, Canada and Retail Trade by Sex, 1941-1961

(000's)

	1941	1951	1961	% Increase 1941-1961
<i>Canada</i>				
Total	4,184	5,277	6,458	54.4
Male	3,352	4,114	4,694	40.0
Female	831	1,162	1,764	112.2
<i>Retail Trade</i>				
Total	374	527	701	87.4
Male	280	355	452	61.7
Female	94	172	249	163.3
<i>Food Stores</i>				
Total	99	109	151	52.7
Male	80	76	98	22.6
Female	19	33	54	176.0
<i>Department Stores</i>				<u>1951-1961</u>
Total	—	82	104	26.4%
Male	—	32	37	15.6
Female	—	50	67	33.3

Source: Census of Canada 1961. Labour Force, Occupation and Industry Trends, (Catalogue 94-551), Tables 12, 12A, 12B.

Table 4**Sales Occupations Labour Force, by Sex, 1941-1961**

(000's)

	1941	1951	1961	% Increase 1941-1961
Total	207	287	410	98.5
Men	148	187	263	77.8
Women	59	100	147	150.6
% of total	28.5	34.8	35.9	

Source: Census of Canada 1961. Labour Force, Occupation and Industry Trends, (Catalogue 94-551), Tables 7, 8, 8A, 8B.

The large-scale return of married women to employment when their children need less attention has been pushing up the average age of Canadian women workers. In 1967 it was 35.6. The trend in the age composition of women in sales occupations is toward the older than average women worker, and this has been very marked in the 1941-1961 period, as indicated in Table 5.

In 1941, almost 80 per cent of women in sales occupations were under 35, compared with 70 per cent of all women in the labour force. By 1951 the age composition of women in the labour force and in sales occupations was almost the same — just over 60 per cent were under 35 years of age. But by 1961, only 40 per cent of women in sales occupations were under 35, and 55 per cent were between 35 and 59. In the same year, the 60-plus age groups accounted for 5 per cent of the women in sales occupations, compared with 1.4 per cent in 1941.

A number of factors have influenced this trend toward employment of older women in the retail field. Part-time employment, of course, is particularly attractive to married women once family responsibilities are lessened. Young people can earn more in either office or factory jobs, and except for students, do not like to work on Saturdays or evenings. Most important of all is the change in qualifications needed for sales occupations as a result of the techniques of modern retailing. In discussing the "Great Salesroom",³ C. Wright Mills describes this change: "If selling is broken down into its component steps it becomes clear that the first three — contacting,

arousing interest, creating preference — are now done by advertising. Two final steps are left to the salesman: making the specific proposal and closing the order. The better the first three jobs are done by the absentee salesman, the more the salesman can concentrate on the two pay-off jobs. But as the presentation and the visual aids move in, they displace the personal flair of the salesman even in the pay-off jobs. Moreover, the salesman himself becomes an object of standardization in the way he is selected and trained, so that his personal development as a salesman becomes subject to centralized control.”

Table 5

Percentage Distribution of Women in the Labour Force and Sales Occupations, by Age Group, 1941-1961

Age Group	1941 Occupations		1951 Occupations		1961 Occupations	
	All %	Sales %	All %	Sales %	All %	Sales %
15-19	17.2	17.2	16.8	19.9	13.1	15.6
20-24	25.9	32.1	22.2	19.5	16.6	9.2
25-34	26.6	30.5	23.1	24.0	20.4	15.0
Sub-total	69.7	79.8	62.1	63.4	50.1	39.8
35-44	13.4	11.2	17.2	19.4	21.0	26.9
45-54	9.0	6.1	11.9	11.0	17.4	22.6
55-59	3.2	1.6	3.9	3.1	5.4	5.6
Sub-total	25.6	18.9	33.0	33.5	43.8	55.1
60-64	2.3	0.8	2.6	1.8	3.3	3.1
65-69	1.5	0.4	1.5	0.9	1.7	1.4
70 plus	1.0	0.2	0.8	0.3	1.0	0.5
Sub-total	4.8	1.4	4.9	3.0	6.0	5.0

Source: Census of Canada 1961. Labour Force Occupation and Industry Trends, Cat. 94-551. Table 10.

Not by accident does Mills speak of the “salesman”, for men hold most lucrative sales positions, and high commission departments in department stores throughout the country are staffed by men. Apart from a limited number of departments, such as women’s apparel, much of the merchandise in department stores is pre-sold by advertising and pre-packaged so that the woman behind the counter needs to know little about the persuasive arts of selling. This is particularly true in self-service stores where in effect the retail clerk is a cashier and wrapper.

The change in the occupational structure of the industry was noted in a report on the distributive trades at a conference of non-manual workers held by the International Labour Organization in Geneva, in December 1967, which noted: “The introduction of new techniques has led to a situation in which the value of many long-standing medium-level occupations has been reduced. The picture today shows that the employment structure is concentrated at the two ends of the scale: on the one hand, there has been an increase in the need for unskilled and semi-skilled workers, many of whom remain continuously employed for relatively short periods; on the other hand, there has been an increased specialization at the executive and administrative level, in which employees require higher qualifications. This means that those who direct and control the development of distribution are being increasingly drawn from outside the distributive trades themselves, either as “management trainees” taken directly from institutions of higher education, or as highly qualified specialists who have had experience in other sectors. Increasingly, there appears to be a tendency in which a ‘career’ in distribution, in which a worker can make his way from the lowest to the highest rung in the ladder, has become less frequent and more difficult.”⁴

It is this change in the nature of skills required that has made retail trade a haven for married women without other vocational training or who have not had the opportunity of “refresher” training to brush up on skills lost through years of separation from employment or possibly do not have career ambitions. Thus, in 1961, more than six out of ten women in sales occupations were married, compared with just under half of the female labour force.⁵ From the employer’s standpoint, mature women tend to be stable and conscientious employees, and inspire confidence in their customers.

Rates of Pay

This study does not deal with salaries in retail trade in any detail, except to make such comparisons as are available between the rates paid to part-time compared with full-time employees. (To the extent that the rates of full-time saleswomen are lower than their male counterparts, the rates of part-time women will be correspondingly lower.)

In Appendix A, the average weekly salaries and predominant salary ranges for Salesperson B, by sex, are given for fifteen Canadian cities, as of October 1, 1967. The data are based on the annual Wage Rate Survey of the Canada Department of Labour, October, 1967. Salesperson B is the "middle" classification (lower rates for Salesperson A and higher rates for Salesperson C are given in the survey tables). In 1967, the average weekly earnings of women in this classification were lower than those of men by from \$11 to \$19 a week in five cities, and by from \$20 to \$28 a week lower in seven cities.

Working Conditions

As far as working conditions are concerned, the typical full-time sales person works 40 hours a week, has two weeks vacation with pay after a year's service, with a third and fourth week for longer service, is covered by a health plan, group life insurance and a pension plan, and enjoys eight or nine statutory holidays with pay.⁶ But what about the part-time employee? How many of these benefits does he or she enjoy? To what extent are minimum standards provided by legislation? Or by union agreements? It would require a great deal more investigation to provide the answers to these questions than has been possible with a case study approach to part-time employment. The next two chapters deal with the extent of union organization in the retail field, and provincial labour legislation concerning part-time workers.

Chapter III

UNION ORGANIZATION IN RETAIL TRADE

By 1968 membership in unions was nearing the two million mark in Canada. Excluding non-paid agricultural workers, this means that almost one in three workers carries a union card.¹

The proportion of organized retail employees is much lower than this national average. The nature of the industry itself, with its proliferation of small outlets employing very few workers, is one deterrent to organization, and even in large enterprises organization is complicated by the high rate of turnover. Finally, it is claimed that women — and particularly, married part-time women workers — are less amenable to union organization than men. As one company official told the writer, married women who come to work part-time in his company's stores usually have some definite financial project in mind — school fees, furniture, vacations — and they want as few deductions from their take-home pay as possible, including union dues. In any case, although almost one-third of the Canadian work force is made up of women, only one in six union members is a woman.²

In 1967, the labour force in the industry classified as trade, which includes both retail and wholesale establishments and their management and office staffs, as well as unpaid family workers, was 1.2 million. For the same year, 79,000 union members were reported from trade establishments. Of these, 64,000 were employed in retail trade, and more than 75 per cent of them worked in food stores. The department store field is largely unorganized; it accounted for only 3,700 of the retail union total.³

Employees in trade may be members of any one of five unions in Canada or of a small number of independent employee organizations. Three unions cover the large majority of retail union members; two of these have international affiliations and one operates predominantly in the Province of Quebec.⁴ In addition to retail clerks, some of these unions include other distributive workers in wholesale firms such as dairies and bakeries. It is not known how many of the union members reported in trade were part-time employees.

In the United States, grocery clerks traditionally have been, and still are, the backbone of retail unionism. The largest of the various unions in retail trade, the Retail Clerks International Association, had 500,000 members in 1966, and was the seventh largest union in America. Yet, as in Canada, and for some of the reasons pointed out above, retail trade is not highly unionized. There are over one million employees in both of its two largest components, department stores and food chains, with only 10 per cent of the former and 40 per cent of the latter as union members.

The author of a recent study attributes this higher percentage of organization in food stores in the United States to the fact that: (a) the majority (70 per cent) are men whereas the reverse is true in department stores; (b) most of the work in supermarkets is manual handling of goods — the clerk may wear a white coat but this does not make him a “white collar” worker; (c) promotional opportunities are limited because of “a very simple occupational structure and a very short occupational ladder” leading for the great majority only as far as one manager and one assistant manager per store; (d) grocery clerks are more homogeneous than department store workers, where notions of prestige and status vary widely from the furniture salesman to the girl behind the notions counter; and (e) the size of the modern supermarket reduces the organizing cost for the union, and chain-wide bargaining enhances the union’s bargaining power since many food-stuffs are perishable and would be a complete loss in event of a work stoppage.⁵ Undoubtedly, these factors have a similar bearing on retail union organization in Canada.

Part-time Workers and Bargaining Units

Under federal and provincial labour legislation in Canada, an employer is required to bargain in good faith with a trade union which has been certified as bargaining agent, which means that the union has satisfied the labour relations board having jurisdiction that it represents a majority of employees in the bargaining unit which the board deems to be appropriate. An employer may also bargain voluntarily and sign an agreement with a union without requiring certification.

The inclusion of part-time employees in a bargaining unit may hinge, in certain provinces, on whether the applicant union and the employer are agreed that they should or should not be included, because, in determining bargaining units, labour relations boards endeavour to accommodate the wishes of the intended parties.

The tests required under the various acts of union representation are more stringent than those that apply to political elections. The union must be able to satisfy the regulations of the labour relations board that a majority of all eligible employees in the bargaining unit are members, or, if a vote is held, the union must obtain a majority, not just of those who do vote, but of all who are eligible to vote. Therefore, if a union is having difficulty in securing its majority in an organizing situation, it may deem it expedient to apply for bargaining rights for full-time employees only.

There is a lack of uniformity in the practices of labour relations boards, with respect to inclusion of part-time employees in bargaining units, that has been documented by the author of a comprehensive study of how bargaining units are determined. ⁶ It was summarized in a bulletin on part-time employment issued by the Women's Bureau in 1966 as follows: ⁷

<i>Province</i>	<i>Part-time Employees</i>
British Columbia	No differentiation. Refuse to exclude part-time employees from units of full-time employees.
Alberta and Saskatchewan	Sometimes certified jointly with full-time employees. Each case considered individually. Never certify separately.
Manitoba	No differentiation. Refuse to exclude part-time employees from units of full-time employees.
Ontario	Always exclude employees regularly employed less than 24 hours a week from full-time employee unit. Will sometimes certify part-time employees as separate unit.
Quebec	Sometimes certified jointly with full-time employees. Try to distinguish between part-time employees who work on regular basis and those casually employed. Generally, include former in bargaining unit. Part-time employees never certified separately.
New Brunswick	Same as Alberta.
Nova Scotia	May certify: full-time employees only, excluding part-time; full-time and part-time jointly; and, rarely, part-time employees separately.
Prince Edward Island	Always exclude part-time employees. Have not had separate certifications.
Newfoundland	No information.

If the trend toward more part-time employment continues, it would seem desirable that more uniform policies be adopted that will not restrict the collective bargaining rights of these workers, including definitions that will identify the various kinds of part-time employment, be it regular, casual or seasonal.

In the United States, the controlling factor in determining whether or not part-time employees are included in bargaining units is the nature of their duties. They are usually included if their occupations are functionally

related to those of full-time employees. Among other factors which the federal board takes into consideration are: the amount of time worked, regularity of employment, possibility of permanent employment, difference in pay and benefits, rate of turnover and right to recall after layoff.⁸ Regularly employed part-time workers are nearly always included regardless of the number of hours worked per day or week.

Chapter IV

PART-TIME WORKERS AND MINIMUM LABOUR STANDARDS

Although union organization is not extensive in retail trade, such standards as have been set by collective agreements in this and other industries, as well as by competition for labour, have resulted in working conditions that are fairly common, apart from wage rates, to Canadian workers in general. As we noted in Chapter II (p. 00), the majority of full-time retail employees enjoy annual vacations and paid statutory holidays in excess of minimums established under provincial laws and are also covered by contributory or non-contributory health and pension plans.

It does not follow, however, that part-time employees receive the same benefits on a pro rata basis. Therefore, for this category labour standards legislation assumes great importance, particularly regulations setting minimum wages and acts governing vacations with pay.

Minimum Wages

The Canada Labour (Standards) Code enacted in 1965 by the federal parliament established a minimum hourly rate of \$1.25 for all employees in undertakings falling within federal jurisdiction. Since then a number of provinces have also raised their minimum rates.

Part-time employees in such undertakings as interprovincial transport, communications and banking, are governed by the Canada Labour (Standards) Code. But those in retail trade are affected only by the legislation in the province in which they work.

Table 6 indicates the federal and provincial minimum wage rates which have general application, including retail trade, as of January 1, 1969. Some provinces have wage orders applying to particular trades or industries, as well as general rates. It will be noted that in most provinces lower rates apply to young workers or students — a substantial component of the retail work force — and in some cases the general minimums may be lower or inapplicable during a probationary period with the employer.

Minimum wage standards are obviously of importance to all part-time workers, but there are other laws (for instance, hours of work and overtime and vacations with pay) that benefit such employees and the significance of these will increase as the trend toward longer business hours in retail trade continues.

Table 6

Federal and Provincial Minimum Rates—In effect at January 1, 1969.

	Experienced Workers	Inexperienced Workers	Young Workers and/or Students
	Hourly rate	Hourly rate	Hourly rate
Canada.....	\$1.25	Exemption may be granted during all or part of on-the-job training	Under 17: \$1.00
Newfoundland.....	Over 19: .85 (women) 1.10 (men)	—	—
Prince Edward Island.....	.80 women 1.10 men over 17	.05 below minimum for experienced workers for less than 30 days experience	.05 below minimum for female students for a minimum of 28 hrs weekly work and full-time work during school holidays .20 to .25 below adult rates between 14 and 18 years of age
Nova Scotia.....	.90 women, Zone 1 .80 women, Zone 2 1.15 men, Zone 1 1.05 men, Zone 2	—	—
New Brunswick.....	1.00	.80 during first 4 months	under 18, 1.05 (Zone 1)
Quebec.....	1.25 Zone 1 1.15 Zone 2	.10 below minimum for experienced workers during first 60 days	.95 (Zone 2)
Ontario.....	1.30	1.00 during first 4 months	.90 certain categories of employees under 18: 1.00 students working less than 28 hrs. and full-time school vacations 1.00 under 18
Manitoba.....	1.25	.15 hour less first 3 months .05 less next 6 mos	Under 17: .95 (Zone 1), .90 (Zone 2)
Saskatchewan.....	1.05 (Zone 1) .95 (Zone 2)	—	Under 18, 1.10; students under 17, .55; over 17, .65
Alberta.....	1.25	(lesser rates, garment industry)	—
British Columbia.....	1.25	—	—

Source: Labour Standards in Canada, 1967, Canada Department of Labour; with 1968 amendments supplied by the Legislation Branch. (Female minimum wage in P.E.I. will increase to .95 an hour by July 1, 1969.)

*Geographical areas as specified under provincial minimum wage orders.

The variations in labour standards among the provinces are so numerous and detailed that only their general scope will be indicated here. A useful summary is contained in an annual publication, *Labour Standards in Canada* prepared by the Legislation Branch of the Canada Department of Labour. For complete details the provincial standards legislation should be consulted.

Minimum Report Pay

It is mandatory in most provinces that an employer who asks an employee to report for work must pay that employee the legislated minimum rate for a minimum number of hours, varying from two, three or four hours according to the province. New Brunswick and Newfoundland do not have such provisions, and in Prince Edward Island, all hours during which male employees are required to be available for work are to be paid at the minimum rate. In British Columbia, the employee is entitled to his "regular" rate for two hours as report pay, or for four hours if he commences work. Students are exempted from report pay provisions in Quebec, Manitoba and Saskatchewan.

Hours of Work and Overtime

The Canada Labour (Standards) Code sets a standard of eight hours per day and 40 hours per week in establishments within federal jurisdiction. Five provinces have acts of general application regulating working hours, with the weekly total varying between 44 and 48 hours. Some provinces provide for overtime pay only, after a stated daily or weekly maximum number of hours. These standards are of particular importance to seasonal part-time workers, but they also concern part-time workers who work on certain days of the week, rather than short schedules every day, for example in discount store operations where business hours are 10 a.m. to 10 p.m. six days a week.

The annual survey, *Working Conditions in Canadian Industry*, shows the 8-hour day, 40-hour week as prevalent in retail trade, but the data apply only to establishments with 20 or more employees, so that similar standards may not be observed in the remaining large segment of small retail outlets. It is, therefore, of importance to both full and part-time employees that legal limits be established for hours of work and overtime pay.

Weekly Day of Rest

A weekly day of rest is called for in all provinces except Prince Edward Island for some or all employees. However, retail store employees are not designated in all these regulations. It may seem anachronistic to have a rest day provision at all when the five-day week has become so prevalent in industry generally. But the growing number of small food outlets now open seven days a week in Ontario (by no means all "family-operated", the writer was told in more than one interview) makes retention of such a provision — and its enforcement — of value in minimum labour standards.

In Saskatchewan, Ontario, and New Brunswick, employees who do not usually work more than five hours per day are not entitled to a weekly day of rest.

Paid Vacations

Under federal and nine provincial laws, employees are entitled to vacations with pay after one year of employment. The definition of a "year" of employment varies; in British Columbia and New Brunswick, it is not less than 225 working days in a calendar year, so that in such case a part-time employee would not likely qualify for a vacation with pay but would nevertheless be entitled to vacation pay on termination of employment.

Terminal vacation pay is 4 per cent of earnings in the federal, British Columbia, Saskatchewan and Nova Scotia legislation, with the proviso in the federal code that the employee must have been continuously employed with the same employer for at least 30 days and in Nova Scotia, for three months. In Alberta and Manitoba, an employee's vacation pay on termination is based on "regular" pay earned (which could exclude overtime or other cash benefits) and is equivalent to two weeks pay for one year of service. In Ontario, Quebec, New Brunswick and Prince Edward Island, terminal vacation pay is 2 per cent of earnings during the year of employment.

In Ontario, after 36 months of continuous service with the same employer, an employee is entitled to two weeks vacation with pay, or on termination, 4 per cent of earnings. An additional provision requires the same vacation or terminal pay for an employee who has had 36 months of non-continuous employment with an employer during a five-year period, dating from 1963 and thereafter. In Saskatchewan, five years of accumulated service, if no break has been longer than six months, entitles an employee to three weeks paid vacation or terminal pay at the rate of $\frac{3}{52}$ nds of earnings over the period. Newfoundland does not have legislation governing payment during annual vacation.

There are three cases in which part-time workers are exempted from paid vacation legislation, as follows:

- (1) Alberta: if the employee works 8 hours or less per week.
- (2) Quebec: if the employee is hired by the week (or longer period) but usually does not work more than 3 hours a day.
- (3) New Brunswick: if the work day is less than 4 hours or the work week less than 24 hours.

Statutory Holidays with Pay

There are fewer legislative provisions concerning paid public holidays than for annual paid vacations.

By federal, British Columbia and Saskatchewan laws, eight public holidays are designated, and in Alberta, five such holidays for which workers are to be paid, under certain qualifying conditions. Where entitlement is related to hours worked in the month in which the holiday falls, part-time employees may well be ruled out. For instance, an employee in Alberta is only entitled to a paid holiday if it falls on a "regular work day". If the holiday falls on a Monday, as is frequently the case, it may well be that a part-time employee in retail trade would not be scheduled to work on that day, as Monday is usually a fairly slack day for business.

The Manitoba and Nova Scotia Acts specify certain public holidays, but stipulate only the pay that the worker is to receive if the holiday is a regular work day. In Nova Scotia, time and one-half is to be paid for nine holidays if the holiday falls on a regular working day; in other words, if the holiday fell on a Saturday and the employee was on a Monday-to-Friday work schedule, he would not be entitled to pay for the public holiday.

Workmen's Compensation

Benefits under the various Workmen's Compensation Acts apply equally to full or part-time workers in retail trade. The relevant Act should be consulted for benefits provided in case of injury or accident on the job.

Unemployment Insurance

Part-time workers are not excluded from coverage under the federal Unemployment Insurance Act. However, if they do not work more than 24 hours per week, they may request exemption from coverage, and thus from contributions by themselves and by their employers. Special conditions also apply in certain seasonal industries.

Students who work less than 24 hours per week for the same employer, and caretakers or cleaners working 4 hours or less per day outside of the regular working hours of their employer's business, are automatically excluded from the scope of the Act.¹

In building up the required credits for unemployment insurance benefits, earnings of less than \$20.00 a week may be credited as a half-week of work. But for a part-time worker to collect benefits, there must be opportunities for part-time employment in the community; if there are no such possibilities, the claim will probably be denied.

Canada (or Quebec) Pension Plan

Both employees and employers are required to contribute to the Canada (or Quebec) Pension Plan. The present rate is 1.8 per cent of an employee's wages in excess of \$600 and up to a "ceiling" of \$5,100 of annual earnings. (\$5,200 as of January 1, 1969).

Even though it may be difficult or impossible to predict annual earnings for a part-time worker, the pension contributions must be made for each pay period. At the year's end, if the employee has overpaid into the pension fund, a refund may be claimed when filing his or her income tax return. But no refund may be claimed by the employer for contributions made on behalf of such employees. One retail employer interviewed mentioned this provision as a source of irritation, since any such overpayment on the employer's part is not credited to the pension account of the employee for whom it was made.

Income Tax

Finally, mention should be made of submissions to the government and the Carter Royal Commission on Taxation by the Canadian Federation of Business and Professional Women's Clubs, the National Council of Women, and others, requesting tax reforms to remove deterrents for married women who work. Specifically, it has been suggested that the amount the wife may earn without eliminating the deduction which the husband may claim for her as a dependant should be raised from the present \$1,250 a year, and secondly, that housekeeping and/or child care expenses to reasonable limits should be deductible from the wife's taxable income.

The Retail Council of Canada, commenting on the Commission's report, also supports tax reforms. "The provisions", the Council says, "should include appropriate allowances for the expenses incurred by working wives."

The net gain in family income from part-time earnings of the wife may be so small as to be either unattractive or prohibitive under present

tax arrangements if any expense for household or child care is involved. The usual expenses for transportation, clothing and personal care would be relatively the same for both full and part-time women workers.

Collective Agreement Decrees Act — Quebec

In the province of Quebec there are legislative provisions under which the results of collective bargaining regarding wages, hours and certain other working conditions may be made applicable to all employers and employees within a zone, or geographic area.² The parties engaging in collective bargaining must establish that they are “preponderantly” representative of their industry in the geographic area concerned, and in such case may apply to the government to issue a decree by order-in-council that the working standards therein have general application to all employers in similar undertakings.

There has been considerable controversy between large food chains and independent grocers over the decree issued in metropolitan Montreal affecting retail food stores, and more will be said about this approach to the setting of minimum standards in Chapter VI.

Chapter V

PART-TIME EMPLOYMENT IN TWO DEPARTMENT STORE CHAINS

Department stores in Canada have grown and expanded to new locations with the shift in population to urban centres. By 1961 seven of every ten Canadians were urban dwellers. Twenty years ago the department stores were concentrated in the downtown core of the big cities. Then, as people moved to the suburbs, the "plaza," or shopping centres, followed.

The first shopping centre in Canada was opened in Vancouver in 1950. By 1961, there were 281 shopping centres in operation in Canada. While the food chains were in the forefront in this development, the department stores quickly established themselves in smaller units within these centres, and by 1961, branches in shopping centres accounted for 11 per cent of total department store sales; if mail order sales were excluded from total department store sales volume, percentage would be even higher.¹

From very early in their history, department stores have employed large numbers of part-time staff. This practice swells to a peak at Christmas but remains an important factor in staffing throughout the year.

To find out some answers to how extensive part-time employment is in department stores, how transient or regularly employed such men and women are, their occupations and the conditions under which they work, interviews were arranged, through the Retail Council of Canada, with two of Canada's largest department store chains, both having retail stores and catalogue sales outlets in all major cities, and together employing more than 70,000 persons.

We cannot take for granted that the situation with regard to part-time employment in these two large chains is typical of all department stores. In fact, there would be considerable differences with smaller general merchandise stores, and particularly the "discount" stores which have mushroomed over recent years, some of which, where local bylaws permit, are open 12 hours a day, six days a week. But because the two chains that co-operated in this study are able to compete successfully for both full and part-time staff in the communities they serve, it may be assumed that they are the pattern-setters in employment conditions for general merchandise retail stores.

Categories of Employees

Both Company A and Company B, as we shall designate them, have three categories of employees: regular full-time, regular part-time and non-regular employees described as "occasional" or "contingent". The regular staff differs from the non-regular group in respect to conditions of employment, and the three groups are also distinguished by their working schedules.

Regular full-time employees are normally scheduled to work five 8-hour days, or 40 hours a week ($37\frac{1}{2}$ for some office groups), the year round. In Company A, a regular part-time employee may be scheduled to work five days a week, but for less than 8 hours a day (or less than $7\frac{1}{2}$ hours a day in some offices). Company B considers regular part-time employees as those who work 20 hours or more but less than 40 in a work week on work days that are generally uniform from week to week.

The non-regular "occasionals" would appear to fit the description given in Chapter I of a casual or seasonal employee. They might be working part-time each week, or a full 40-hour week for part of the year. However, the very substantial proportion of non-regular staff in both companies suggests that there may be more "regularity" in their work schedules, except at Christmas, than meets the eye.

In Company A, if a non-regular employee has worked full time (40 hours a week) for three months, he or she must be considered for the regular full-time category. The second proviso in this company is that a non-regular employee work no more than 32 hours a week, except at Christmas. Company B considers its non-regular employees to be on call, though not necessarily available, and limits the work week to 18 hours or less, except at Christmas and two other annual seasonal peak sales periods.

Percentage of Women Workers

In both companies, about two thirds of total staff are women. This is the same proportion reported for all department stores in the D.B.S. survey.

Employment and Payrolls for March 1967

Table 7 is drawn from employment data provided by both companies for a payroll week in October 1967, a period just before the Christmas season begins.

Table 7

Percentage of Department Store Employees by Category and Sex

Employee Category	COMPANY A			COMPANY B		
	Male	Female	Total	Male	Female	Total
	%	%	%	%	%	%
Regular full-time	20	29	49	28	34	63
Regular part-time	#	2	2	#	10	10
Non-regular	10	39	49	6	21	27
Total	30	70	100	35	65	100

Note: Managerial staff excluded in Company A percentages. All percentages rounded to nearest full number. # — less than ½ of 1 per cent.

From this table, it is seen that male regular part-time employment is negligible, but 10 per cent of total male staff in Company A, and 6 per cent in Company B are in the non-regular group. This group would probably include students, second-job “moonlighters” for evening store openings or Saturday deliveries, and newcomers to the country who need temporary employment until they can find other work for which they may be vocationally qualified.

But quite a different situation is evident as far as women are concerned. In Company A, for every three regular full-time women, there are four part-timers. Only about one in 20 of these part-time workers is classed as a regular part-time employee, and the company indicated that this category will be further reduced, presumably by attrition, and replaced with non-regular staff.

In Company B, the proportion of full-time to part-time women employed is slightly more than one for one, but one third of the part-timers are classed as regular. It appears that this is a deliberate policy — regular part-timers receive pro rata benefits and tend to “identify more with the company.”

Of total staff, male and female, non-regular employees accounted for 49 per cent in Company A, compared with 27 per cent in Company B.

Company A also furnished employment data on a regional basis. Forty-one per cent of all women employees are regular full-time; this varies from about 35 per cent in the western regions, to 43 per cent in central Canada, and 46 per cent in eastern provinces. More than half the women in all regions were in the non-regular category, with the proportion higher in western operations. This suggests that the location of headquarters for merchandising, mail order and work shops in central Canada may account for the larger proportion of full-time women than in western cities.

Occupations of Part-Time Employees

No wider variety of occupations can be found anywhere than in the large department store. The shopper can buy anything from hair curlers to humidifiers, from haute couture to high-fi. She can have her furniture refinished, or her television set repaired. Between purchases, she can relax in the beauty parlor, and eat in a snack bar or a restaurant. She can have expert advice on interior decoration, or settle every last detail for her wedding. She can shop by telephone, by catalogue mail order, or through the store's "personal shopper" group. And she can charge it all to her account.

Company A stated that 70 per cent of all saleswomen are part-time employees, predominantly in the non-regular category. Except for durable goods departments - furniture, heavy appliances, etc. — where the majority are salesmen, these part-time women may be working in any department in the store.

In catalogue mail order operations, the proportion of part-time women is much lower, probably because in these sections, daily hours are not so extended as in the stores open in the evenings. Nonetheless, non-regular part-timers form more than 50 per cent of the female catalogue staff in Company A, with schedules that match the peaks of mail deliveries.

More than half the women employed in operations auxiliary to sales, such as receiving, pricing, warehousing, switchboard order takers, elevator operators and restaurant workers, are in the non-regular employee category. Almost half the men employed as non-regulars are also in the operational functions of delivery, caretaking and maintenance.

About one in three of the women employed in departments providing data by computer or otherwise for management guidance are part-time workers. In other merchandising activities, such as advertising and sales promotion, market research, buying and inventory control, one in four women are part-time employees. It is in this latter group that the larger proportion of regular part-time workers is to be found, which suggests that they possess skills needed on a continuing basis, although not full-time or every week.

Recruiting Part-Time Staff

According to both companies, there is no problem in recruiting sufficient numbers of women for part-time employment, and in fact, the supply may exceed the demand. A substantial number are hired from among applicants who "drop in" to see the department manager or go directly to the personnel placement office. Newspaper advertising is sometimes used,

particularly for the extra casual workers needed at peak sales or catalogue mailing periods.

Statistics of women applicants and employees by age group were not available, but both company spokesmen were of the opinion that the majority of women applicants would be over 35. One commented on the number of women over 50 years of age who have recently been seeking employment.

This age pattern is consistent with trends in the female labour force as a whole. Mature women who have no special skills or have lost them through a long lapse in working outside the home are finding that they are welcome in the department stores, particularly if they meet the requirements of good appearance and a pleasant approach to customers.

Moreover, in an earlier study conducted by the Economics and Research Branch of the Department of Labour to relate age and performance of sales personnel in two department stores, it was found that "older employees perform as well as or better than younger employees" and that "peak performance in terms of age seems to be reached between the ages of 51 to 55".² Department supervisors interviewed in connection with the study preferred older personnel for such reasons as "greater consistency of performance, a more highly developed sense of responsibility, a more settled attitude toward their jobs and, most important, a greater ability to inspire confidence in the customer."³ This was confirmed by one of the company officials interviewed for this study, who reported that experiments with employing teenage personnel to achieve a "youthful image" have shown that mature women have many advantages as sales personnel.

As one might expect, it is more difficult to recruit part-time women employees for downtown locations than in the suburban shopping centres. In fact, distance from the work place may well determine whether or not a married woman works outside the home. If she can find work at a shopping plaza near home, she saves time for other family responsibilities, and if her schedule includes evening work, she can still reach home in time to enjoy some social life with her family. Part-time women workers in suburban stores tend to be younger than those who work downtown.

The rate of turnover is also related to recruiting. Neither company offered precise data on turnover, although one official thought that in a year it might run as high as 50 per cent for full-time and regular part-time employees. No doubt, the turnover rate for non-regular staff would be higher still. Despite this high incidence of separations, these companies do not experience difficulty in securing replacements.

It is a policy in Company B not to offer part-time employment to those who want or need to work full time.

Work Schedules

The major factor in planning work schedules for both full and part-time staff is the number of hours the department store is open to the public. This, in turn, is influenced by local by-laws regulating hours of sale for various commodities. The operators who have space to rent in some shopping plazas may require in the lease that all tenants remain open a certain number of evenings per week, particularly when a percentage of sales is part of the rental arrangements. Again, the hours may be affected by what the nearest competitor is doing.

In Company B, which has more suburban shopping centres than downtown operations, the general pattern of shopping hours is approximately 55 a week, over six days and two evenings. Company A has a wider variety of situations, including some stores that are open six days and six evenings a week.

In selling departments in both companies, the most typical work schedule for full-time employees is a five-day week made up of four days of eight hours beginning shortly before the store opens, and one day starting about mid-day and ending shortly after the store closes in the evening.

There may be some rotation of days off for full-time employees, in order to afford some Saturdays off, or of evening work in order to provide equal opportunity for commission earnings on the evening when sales volume is highest.

There is more flexibility in the work schedules of part-time employees. These will depend on the daily peak sales period, which varies with the location of the store, special sale days in various departments, the necessity to cover the hours between 40 for full-time employees and the total store opening hours, and replacements for full-time staff for vacations and absences. It is safe to assume that there would be more part-time employees than part-time hours worked in a department store, that is to say, the roster of part-time workers would include sufficient personnel to take care of emergencies and "short notice" call-ins. But again, in order to achieve an efficient operational force, it would appear that so-called "non-regular" part-time and some full-time workers are employed with a fair degree of continuity, so long as the work and the individual are both available.

One company maintains the same schedule of work days each week for its regular part-time staff. This policy has a cost advantage in that it is the practice to pay a regular employee for a statutory holiday only if it falls on a day on which the employee is normally scheduled to work. Minimum scheduling on Mondays, for instance, could well achieve this result and fit in with consumer shopping habits.

Both companies stated that every effort is made to adopt work schedules for part-time women to correspond to their preferences, and this is negotiated with the employee at the time of hiring.

In both companies employees called to work are guaranteed a minimum of four hours work, which may correspond with or be better than minimum report pay required under the provincial legislation (see Chapter IV, p. 22).

Meal breaks for part-time employees will depend on the length of the shift. They are accorded a 15-minute coffee break for each four hours of work. If an employee who has worked an eight-hour shift is required to work more than an hour of overtime, both companies provide a meal break and a meal allowance.

Qualifications

As already noted, the applicant for employment in a department store or mail order house need not have formally acquired skills beyond the ability to read, write and use simple arithmetic, although previous experience in selling or cashier work would be a decided asset. Personal appearance is important in sales positions, as well as the physical constitution needed for standing most of the time. While neither of the companies interviewed requires high school graduation, most woman applicants do have some high school education.

Training Programs

There is a short induction course given in both companies to all those hired for sales positions, in which cash register, sales slips and other systems procedures are explained. This is followed up in the department to make sure the new employees have learned the procedures. During the first week or so, they are given information on the products they are selling and tips on salesmanship.

In some locations, the companies offer short courses on effective speaking; how to avoid errors and exchanges on goods; specialized procedures, such as measuring and cutting fabrics; calculating prices on piece goods or draperies; garment fitting; the work flow under the catalogue order system, and so on. Such courses are usually given during work hours and paid for by the company.

Regular employees, including regular part-time employees, may be selected by the department manager to give on-the-job systems training to new co-workers.

The special courses offered from time to time to develop supervisory personnel are seldom given to part-time employees, with a few exceptions in stores where most of the employees at work in the evenings are part-time staff. It was also indicated that participation by part-time employees in correspondence or institutional courses that are financially assisted by the companies is not extensive.

The training division of Company B is most concerned with the lack of adult education courses offered in smaller communities for such subjects as human relations, communications and personnel administration. A spokesman for Company A observed that there is a vacuum in government-sponsored educational institutions as far as courses in advanced salesmanship are concerned.

Job Performance

Neither company has formal standards for sales performance, and it is the responsibility of the departmental supervision to assess the employees' job performance. However, one company uses "selling-cost ratios," i.e., the ratio of sales volume to employee earnings, as a check on the performance of full-time sales personnel. Standards based on averages of such ratios for various kinds of merchandise are supplied to those department stores which exchange comparable data for their operations through a trade agency in the United States. No attempt is made to assess performance of part-time salespeople by this method, because many move from department to department as required and it would not be feasible to apply such measurements.

If the performance of a non-regular employee is deemed unsatisfactory, he or she is simply no longer called to work. Regular employees, full or part-time, receive severance pay as notice of termination. The amount varies between the two companies as does the length of service required to receive it.

Salaries and Employee Benefits

Because it was known that the study commissioned by the Royal Commission on the Status of Women in the department store field was to include detailed information regarding salaries, related to departments, occupations and other characteristics of department store employees, this inquiry was limited to what differentials, if any, existed between the salaries and other employee benefits of full-time staff compared with part-time personnel.

Both Company A and Company B advised that no differential in hiring rates exists for the various categories of employees, so that a part-time employee would be paid pro rata for the number of hours worked on

the same basis as a full-time employee. As already noted in Chapter II there are variations in salaries paid to salespeople in major cities in the provinces (see Appendix A).

In Company A, there are two automatic salary increases during the first year of service for regular employees, and one automatic increase for non-regular employees after six months service. Beyond this, increases for any of the categories are based on the recommendation of the department manager, after performance reviews. Commission arrangements vary from one department to another.

In Company B, salary increases are based on the recommendation of the department manager after performance reviews at fixed times after the hiring of an employee; in other words, there are "merit" increases. Commissions in most departments are 1 per cent of sales, and in mail order departments; 5 per cent; these are in addition to basic salaries, and apply to both regular and non-regular sales personnel.

In "big ticket" divisions where full-time staff are on "straight commission" to a minimum drawing account, few part-time employees are used, but when they are, they may receive salary only, to avoid creating friction with full-time personnel whose sales volume determines their earnings.

Apart from salary improvements from time to time, part-time employees have limited opportunity to climb the promotional ladder, nor are they likely to be career-minded to the same extent as their full-time co-workers. However, some departments are more financially rewarding than others and considered to have more prestige, and promising part-timers may secure a transfer to such departments.

Other factors that can affect salaries of part-time employees are the supply of such workers available in the community, the regularity of service in a department and, not least, the cost consciousness of the department manager — for each department is a "store within a store" and must pay its way.

Paid Vacations and Statutory Holidays

Regular employees, whether full or part-time, in both companies enjoy annual vacations with pay of two weeks after one year of service, and of three weeks and four weeks after longer periods of service. Non-regular employees will have vacation rights in accordance with the legislation in the province where they work. In most cases, because of the discontinuous nature of their employment, such employees will be entitled to a percentage of their earnings as vacation pay upon termination.

As far as public holidays are concerned, regular full-time employees of both companies are entitled to eight paid holidays a year, but it is not known to what extent regular part-time employees receive such holidays with pay. For instance, in Company B the regular part-time employee must have been scheduled to work on the day on which the holiday fell in order to be paid for the day; non-regular employees are paid for Christmas Day, providing they had worked three days in the preceding week, including the last working day before Christmas. As noted in Chapter IV, there is considerable variation in provincial legislation concerning public holidays, and it may be assumed that, by and large, non-regular employees of the two companies do not receive paid statutory holidays — with the one exception noted above.

Welfare Plans

In both companies regular staff, full or part-time, may participate in comprehensive medical insurance plans. Partial maintenance of income during illness (in one company, permanent disability is also covered) and low-cost group life insurance are also provided by plans in both companies. These benefits are financed either wholly or partially by the employer, depending on the type of plan. Both companies have retirement plans supplementing the Canada Pension Plan.

Non-regular employees do not participate in any of these welfare plans, with the exception of compulsory contributions to the Canada Pension Plan, or the Quebec pension plan.

Uniforms

When an employee is required to wear a uniform (elevator operators, caretakers, waitresses, delivery, etc.) the cost and the upkeep of the uniform is paid by the company, whether the employee is regular or non-regular.

Employee Shopping Discounts

Employee discounts on purchases made in the store are of considerable importance to the part-time employees, especially saleswomen, who must spend more on such things as clothing and hairdressing, than those who work behind the scenes.

In Company A, all regular employees are allowed a 10 per cent discount on personal purchases with the exception of a few commodities. Twice a year, for a short period, employees may purchase wearing apparel at a 20 per cent discount. This discount covers additional items for Christmas shopping.

Company B allows a 10 per cent discount to all employees and to the immediate members of a regular employee's family. Discount privileges are extended for a three-month period to help female employees who leave to be married and are establishing a new home. Retired employees or their widows are permitted to continue the discount allowance on purchases.

Cost of Fringe Benefits

As previously noted, no detailed information on labour costs was requested from the department stores that co-operated in this study. It is obvious, however, that since non-regular employees do not participate in most welfare benefits, these employees, as a group, represent a substantial saving in labour costs, a saving that increases with their proportion in the total work force. Some indication of the extent of such savings was given by one company which estimated expenditures on the items referred to above, including shopping discounts, to be \$17.00 per week per employee in 1967. To assess the savings through utilization of part-time employees, it would be necessary to have data on hours paid for by the categories of regular full-time, regular part-time and non-regular personnel. One company estimated that in sales work 60 per cent of hours paid for are performed by part-time workers and 40 per cent by full-time.

Officials of both companies predicted that the use of part-time staff would continue and probably expand, depending on trends in store business hours, including evening shopping.

Chapter VI

PART-TIME EMPLOYMENT IN RETAIL FOOD STORES

One out of every four dollars that Canadians spend on consumer goods goes for food products.¹ In 1965, food and combination (those which sell meat as well as groceries) store sales were \$4.7 billion, and of this amount the food chains accounted for \$2.2 billion, or almost half the total sales volume.²

The food chains have far out-distanced in growth the more numerous independent grocers. They have been in the forefront of the development of shopping centres in city suburbs, and between 1951 and 1961, sales volume of the chains rose by 179 per cent.³

This growth has been accompanied by other important developments. Food chains have begun manufacturing some of their own products or have acquired subsidiaries to produce their name brands; they have also expanded the number of non-food items appearing on supermarket shelves. In some cases, the food chains have established their own department stores for general merchandise, located in or near the shopping plaza where they operate a food supermarket.

One of the factors in these developments has been the very large increase in the number of women going out to work, which has brought a change in shopping habits. The working woman is likely to spend more on prepared and frozen foods than the housewife who can spend more time in the kitchen. The bulk of food purchases is bought once a week, and family shopping has become common, so in turn parking facilities provided by the big chains are an important attraction.

In many cases, the independent food retailers have formed voluntary chains for mass purchasing purposes, but the food chain field is dominated by five companies and their subsidiaries. Four of the five have collective agreements covering most of their operations in Canada. About 35 of these agreements were examined for information on the comparative position of full and part-time food workers. For wage comparisons, 11 of these agreements were selected (See Chart A, page 50).

There is a variety of bargaining arrangements within the retail food industry. For example, some agreements are between a union and a single employer, covering employees in all or most of the store locations in the province, or all within a particular community. In the major western cities,

it is typical to find the same collective agreement between one union and a number of employers operating in the same city, and covering both full and part-time employees. In some cases, one union bargains for the meat department employees and another for the grocery clerks in the same store. There are a few separate agreements in Ontario applicable to part-time employees only. In the province of Quebec the large chains bargain with internationally affiliated unions, whereas an association of independent food merchants bargains with a provincially-based union.

With the help of the Retail Council of Canada, interviews were arranged with management representatives of two major food chains, which we shall refer to as Company C and Company D, and much valuable insight was gained on the incidence of part-time employment, recruitment and training, and the characteristics of women employed by these companies.

The provisions of the collective agreements were discussed with management officials and with representatives of four unions bargaining for grocery and meat employees in Canada.

Dimensions of Part-time Employment

One of the first questions asked of the participating companies concerned the extent of part-time employment in their operations. The answer proved more difficult to obtain than in the department stores. No doubt this stems from the fact that the retail food outlets are more numerous — more than 2,000 in Canada — and the units are smaller. In any case, a minimum of data concerning part-time employees is maintained in the head offices of these food companies, and for example, their records do not distinguish between students and other part-timers.

It was therefore suggested to Company C that a representative sample of their food stores in Ontario, with varying sales volume and evening shopping times, be selected for the inquiry and that the store managers be asked to provide the desired information. Employment data for 1967 by sex, for full- and part-time employees, as well as sales volume and the number of evening openings were supplied for 11 locations.

The sample included 236 full-time employees and 397 part-time employees. Of the full-time employees, 62 per cent were men. The ratio of part-time employees, both students and non-students, was slightly more than 1.5 for every full-time employee. Approximately half of the part-time staff were female.

Three out of four of the part-timers were students, and boys predominated to the extent of about two-thirds of the student total. Among the non-student part-time group women were in the majority.

There were 90 full-time women, 93 non-student part-time women and 110 female students in the sample.

Among the 11 stores, the ratio of part-time to full-time help varied from about one for one to about three to one.

Sales volumes of the stores range from \$10,000 to \$100,000 per week, with about half of the stores in the \$30,000 to \$40,000 class. There did not appear to be any relationship between the ratio of part-time staff and sales volume. This may be related to the scheduling of part-time work. For instance, two part-timers scheduled for four hours each during a day in one case, and one part-timer scheduled for eight hours in another, would obviously affect the total part-time complement. A better comparison might have been made by using full and part-time hours worked, but since this is a sensitive area in collective bargaining, information requested was based on the numbers of employees in the various categories.

As might be expected, evening shopping hours do have a direct relationship to ratios of part-time staff. Two of the 11 stores were open on Friday evenings only, six were open Thursday and Friday evenings, and the remaining three were open three, four and six evenings respectively. In these latter three stores, there were three part-timers for every full-timer in two stores, and two part-timers per full-timer in the third. In the stores with two evening openings, the ratio was one to one or one and one-half part-time to one full-time employee.

From a list provided for all Ontario stores of this food chain, which gave the number of evening openings, 23 per cent remain open one evening a week, 60 per cent two evenings, 7 per cent three or four evenings, and 10 per cent six evenings.

Length of Service

The year of hire for all employees in the stores surveyed was provided, and for purposes of analysis, it was assumed that the employee worked the full calendar year in which hiring took place, and subsequent years.

Two-thirds of the full-time employees had 6 or more years of service; four out of ten had more than 10 years' service. The total full-time group would include the store manager, and if applicable, assistant manager, and grocery and meat managers. Even so, it is apparent that this company leans heavily on long-service employees in the full-time group for responsibility in store operations.

Of the part-time group, 55 per cent had less than one year's service, and 85 per cent less than three years with the company. It was pointed out that turnover is high among younger employees, full or part-time, as they

prefer not to work Saturdays and evenings in communities where friends or family may be on a Monday-to-Friday five-day week. Although no distinction was made in hiring dates for student and non-student part-time workers, it can be assumed that the 15 per cent who had three or more years of service would be non-student women.

Some Characteristics of Women Employees

The 11 stores also provided information on age and marital status of the 183 female full-time and non student part-time staff.

Percentage of Women Employees, by Age Group

Age Group	Regular Full-time	Non-Student Part-time
Under 24	14	28
25-34	17	19
35-44	39	40
45-54	28	
54 and over	2	1
TOTAL	100%	100%

The 35-44 age group had the largest percentage of employees, four out of ten women, whether full or part-time workers. Slightly less than one-fifth of women in both categories were between 25 and 34. In the younger and older age groups, the pattern changes: twice as many part-time women as full-time were under 24, whereas there were more than twice as many women over 45 working full-time than part-time. While the sample is too small to permit generalizations about women in food stores, the larger number of older women in full-time employment in this case may be related to the large proportion of long-service employees in this group, as already noted. A number of factors could explain the small number of part-time employees over 44 years old — the physical demands of the work of cashier-checker may make older women reluctant to apply, or the company policy may be not to hire older women for such work if the supply of younger women is sufficient.

The marital status of these women is shown as follows:

Percentage of Women, by Marital Status

Age Group	Regular Full-time	Non-Student Part-time
Single	20	13
Married		
Widowed, divorced or separated	69	87
	11	—
TOTAL	100%	100%

In 1967, 53 per cent of the women in the Canadian labour force were married. From this sample of women employed in supermarkets, it is seen that a much higher proportion are married, and it would appear that circumstances which bring single non-student women into part-time employment may be rather exceptional.

Provincial Variations

Information furnished by Company D, the other food chain interviewed in connection with this study, was not in the same form as that supplied by Company C, and direct comparisons cannot be made. Nor was it possible to obtain separate data for student and non-student women employees. Nevertheless, employment statistics for some 7,500 employees in Quebec and 2,000 in eastern Ontario provide some interesting comparisons of the utilization of part-time staff between the two particular divisions of this company's operations.

Several unions have agreements with Company D for different geographic locations of its operations and the coverage of part-time employees varies. For instance, in its Ontario Division there is a separate agreement covering part-time employees, who are designated as those "regularly employed for not more than 24 hours per week and students employed in off-school hours and during the school vacation period". In the Montreal agreement, both full-time and part-time are covered in one contract; there is no demarcation by hours of work between full and part-time employees, but students working during summer vacations are excluded from the bargaining unit.

For that portion of the Ontario staff for which information was provided, the percentage of male to female full-time staff was 62 to 38 (much the same as for Company C). A significantly higher proportion of the Quebec staff, 46 per cent, was female.

In Quebec, there was one part-time employee for every 1.25 full-time employee, and 30 per cent of the part-timers were female. In the eastern Ontario stores, the part-time ratio was higher, .8 to every one full-timer, and 45 per cent of the part-timers were women.

One explanation of the higher ratio of part-time personnel in Ontario may lie in the terms of a decree issued under the Collective Agreement Decrees Act (p. 31) which limits the hours during which food stores may remain open in Montreal.

In May, 1965, on joint application to the Quebec government by the Retail Food Merchants Association (Montreal section) which represents some 3,000 independent grocers and the union, Le Syndicat de l'Alimentation

au Détail de Montréal, C.S.N., Order-in-Council Number 921 was issued covering all food outlets in greater Montreal. The order required compliance with the wage rates, hours of work, statutory holidays, vacations with pay and other miscellaneous provisions on which agreement had been reached between the parties. Nothing prohibits an employer from granting more favourable wages and conditions than those set out in the decree.

As well as setting a maximum work week of 48 hours, the decree specified distribution of business hours as follows: Mondays, 1.00 to 6.00 p.m.; Tuesdays and Wednesdays, 9.00 a.m. to 6.00 p.m.; Thursdays and Fridays, 9.00 a.m. to 9.00 p.m. and Saturdays, 9.00 a.m. to 5.00 p.m. This schedule permits 55 hours for customer service, less 7 one-hour meal periods, or a net of 48 hours working time per employee.

Both the large food chains and the family-operated grocery stores protested that the parity committee (which is charged with administering decrees and represents employee and employer organizations) and the government exceeded jurisdiction in fixing shopping hours in addition to employee hours of work. It was claimed that the decree had reduced sales volume, that the public was inconvenienced, and that employees of the large chains already had a 40-hour week.

A number of court actions were instituted contesting the validity of the decree, and early in 1968 the case finally was heard in the Supreme Court of Canada. The validity of the decree was upheld by the court but it does not apply in the case of an owner-operated grocery where there are no paid employees.⁴

There is another part of Order-in-Council No. 921 that is relevant to the dimension of part-time employment in food retail stores in Montreal. The decree defines a "regular employee" as one who "usually works the regular work-week of the establishment where he is employed" and an "occasional employee" as "any person who, besides the regular staff, works in a commercial establishment subject to this decree during certain peak periods (weekly or other). These persons should not exceed a total of twenty-five hours per week". The terms of employment for occasional employees are not governed by the decree "save in regard to the time when work begins and ends". The proportion of occasional employees to be employed in an establishment is specified in the decree as *one* occasional for every *three* regular employees. This provision of the decree appears to be generally ignored in Montreal food chains.

A union representative told the writer that when a part-time employee has been scheduled to work more than 25 hours a week for some weeks, Company D is asked to place the employee on regular full-time staff (if the employee so desires) and that the company usually agrees to do so.

Statistical data on the characteristics of women employees in Company D were not provided, but personnel officers commented that married women in Quebec are not as likely to work outside the home as in Ontario. Among those who do, there is some movement from part-time to full-time work after their children are in their teens.

Both company and union officials admitted that part-time work in the supermarket is a second job for some of the employees; in other words, "moonlighters" are not all males, but include some single girls who take on an evening shift on Thursdays or Fridays after finishing their full-time day job.

It should be noted that in the sample stores selected within Company C, about half the part-time staff was female, whereas in the Quebec operations of Company D only 30 per cent of the part-time group were women.

Recruitment of Part-time Employees

Both Company C and Company D reported little difficulty in recruiting sufficient part-time employees for their needs. However, Company C representatives stated they would prefer to have a larger supply of mature women with previous cashiering experience rather than the considerable number of students who are attracted to this type of work. Company D indicated also that there is an optimum balance between full and part-time staff to be kept in mind, not only to ensure employee involvement with company objectives, but to provide a sufficiently large pool of promotable full-time employees who are needed in an expanding organization.

The majority of part-time employees are recruited from "drop-in" applicants by the store managers; in many cases they have heard of part-time work opportunities from friends employed in the stores. At certain times of the year, newspaper advertisements may be used, for instance in August when children are about to return to school and their mothers are more available for work, or early in the new year (a number of retail firms give a Christmas bonus) when women may consider moving from one company to another.

Occupations

The range of occupations in the food supermarkets is much more limited than in department stores, as every customer knows.

Receiving and stocking of produce and grocery or meat counters is done by male clerks. Pricing or labelling of merchandise may be done by either male or female clerks. A packer at the cash desk may be of either sex, but carry-out service is a male function and most often assigned to students.

The key classification for women is checker-cashier. During the day they may be assigned to other duties on the floor, but these are always subordinate to ability to perform satisfactorily as a checker-cashier. This holds true also for part-time women.

Part-time males may be employed as receivers, cleaners and truck helpers, as well as for carry-out duties already mentioned.

Meat departments require skilled butchers, who are assisted by, and train, male meat clerks. Women are mainly employed in wrapping and pricing meat for the self-serve counters, although in some stores most of this work is now done by machine. Few part-time employees of either sex are to be found in the meat departments.

Qualifications and Training

The basic requirements for checker-cashiers are dexterity in handling commodities at the checkout counters and accuracy in handling cash and operating the cash register. The speed with which these duties are performed will always vary with individuals but, given the basic aptitudes, will increase with experience. Other requirements are a neat and clean appearance and language facility. In Company D, employees are required to have a Grade 10 education and be at least 18 years old.

A number of the large food chains have experimented with central training programs in the larger cities, but have reverted to on-the-job training, which is less costly, since there was no assurance that centrally-trained staff would remain. Before opening a new location, training is often provided, and paid for, in the evenings. The head or senior checker-cashier provides training for new employees on such work. Some male clerks are also trained to relieve on the checkout counters. The head cashier may have other responsibilities, such as cash, banking, and part-time employees' payroll, depending on whether or not the store has a bookkeeper to undertake these duties. This is usually the most senior position a female employee attains in a supermarket. Management posts are almost invariably held by men. For part-time women, there is no promotion route as head cashiers' duties could not be handled on a part-time basis.

As in department stores, neither of the two food retailing companies interviewed have formal standards for job performance. The store manager is responsible for assessing his staff and has authority to hire and fire part-time employees, and to recommend on full-time staff. Company D has a policy that calls for discussion of job performance between the supervisor and the employee prior to wage increases, or at least annually, but only as far as full-time staff are concerned.

Working Conditions

The review of working conditions which follows is based on a review of collective agreements in the various provinces, with some clarification gained from interviews with union and management officials.

Hours of Work and Overtime

During World War II, shopping hours in food stores were regulated by government order. After the war, the predominant pattern was a 5-day, or at most 5½ day, shopping week. Not until the 1950's did the six-day operation in supermarkets become general, and in some western cities, a 5 or 5½ day shopping week is still in effect.

In all collective agreements examined, there was a work week of 40 hours for full-time employees, scheduled over five days, except for those western stores that open for 5½ days when employees might be scheduled to work four full days and two half-days a week. Rest periods of 10 or 15 minutes for every four hours worked were common in all agreements.

For part-timers there was no "typical" work schedule. Schedules vary with the availability of part-time help and the number of evening store openings. However, the use of part-time employees is greatest during the latter half of the week, particularly Thursday and Friday evenings and Saturdays.

Limits to the weekly hours which part-time employees may work appear only in the Ontario agreements (usually between 24 and 30) but there are numerous exceptions provided for exceeding the limit — illness, vacations, emergencies, for instance. One Ontario agreement states that students who work more than 24 hours per week during summer vacations are to be covered by the agreement for full-time employees.

Where night openings are in effect, work schedules of full-time employees may include one day starting at or after noon until store closing time. When a full-time employee works more than one evening a week, it appears to be on a voluntary basis. Some agreements specify that full-time employees will not be scheduled to work on two consecutive evenings.

Weekly work schedules are posted in every store on the previous Friday or Saturday. A part-time employee hired for, say, 24 hours each week may not be scheduled to work that many hours each week but is expected to be available.

Overtime and time and one-half is paid for hours worked by full-time employees in excess of daily or weekly scheduled hours, that is, usually over eight per day or 40 per week. One agreement provides for the scheduling of one 10-hour day and one 6-hour day in a week for men, but not for women.

In most agreements it is not clear if part-time employees are eligible for overtime, but it does appear that they are entitled to time and one-half for work performed in excess of eight hours a day. In two western agreements, part-timers are to receive time and one-half for hours worked on a sixth day in the week. In one case they are paid an extra 10 cents an hour for all hours exceeding the specified weekly maximum.

Night Premiums

A number of agreements call for special premiums for employees when stores remain open in the evenings. This is distinct from night shift premiums paid to employees regularly scheduled to work night-shift such as loading and unloading. Arrangements vary but to cite some examples:

One Ontario contract provides for a premium of 50 cents an hour for all hours worked after 6.00 p.m. on the first evening a full-time employee is scheduled to work; if a second evening is worked in the same week, the premium is \$1.00 an hour extra, with a minimum guarantee of 3½ hours' work after 6.00 p.m. In another Ontario contract the employee receives an extra \$1.00 for working up to 8 p.m. and \$1.60 after 8.30 p.m. A Montreal contract calls for a night premium of \$1.50. A Winnipeg agreement provides an extra 35 cents an hour for work performed after 6.00 p.m., while Edmonton and Calgary agreements call for an extra 35 cents for every full half-hour worked past 6.00 p.m. for all employees working 32 hours a week or more, which might include a few part-time employees. A bonus of 40 cents per full half-hour worked after 6.00 p.m. is to be paid under a Vancouver agreement, except to students or other part-time employees who worked less than 16 hours in the week involved.

Statutory Holidays

Paid statutory holidays under the agreements vary between eight and ten a year. Where a six-day operation is in effect, the full-time employee usually works five days during the holiday week and is paid for six, but if required to work on the holiday receives the regular rate plus time and one-half for hours worked.

Only in western agreements do part-time employees appear to be entitled to paid statutory holidays. Under a Winnipeg agreement, if the part-time employee has had three months service and has averaged at least 20 hours in the four weeks preceding the holiday, he or she is paid for the hours that would normally have been scheduled for the day on which the statutory holiday fell. In Saskatchewan, by Minimum Wage Order No. 6, 1968, all workers (which would include part-time employees) are entitled to pay for the hours

they would normally have worked on a statutory holiday. The Edmonton and Calgary contracts call for eight hours pay for a statutory holiday for employees who averaged 32 or more hours work during the preceding four weeks, and pay for the weekly average hours worked over the same period for those working less than 32 hours a week. A similar provision appears in the Vancouver-Victoria agreement, except that employees with three months service must have worked at least 20 and under 32 hours in the four-week period to be entitled to pay for hours normally scheduled on the statutory holiday.

Vacations with Pay

Vacations with pay ranging from two weeks after one year of service to four weeks (in one case, five) for longer periods of service for full-time employees are contained in all the agreements examined. In general, vacations or pay for vacations for part-time employees are limited to those provided in the various provincial acts mentioned in Chapter IV.

Welfare and Pension Plans

As mentioned in connection with the department store case studies, it was not intended to inquire in detail into the welfare and pension plans in the food chains, except to indicate the types of plans in which part-time employees could participate. Reference was made in most of the collective agreements to comprehensive health plans — some entirely employer-financed — providing full-time employees with medical insurance, weekly indemnity payments during illness, or sick leave with pay, and in some cases employer-paid hospital premiums and group life insurance.

Pension or profit-sharing retirement plans, supplementing the Canada Pension Plan, are general.

With one exception, part-time employees do not participate in these plans. The Vancouver-Victoria agreement provides for participation of non-student part-time employees in welfare plans if they average 32 hours or more a week over three months, that is, if they work four-fifths of the work week of full-time employees. The pro rata benefits to which such part-timers are entitled is the subject of a separate memorandum between the employers and the union. Further, should a full-time employee be reduced to part-time work, he or she can maintain coverage under the various welfare plans. From February 1968, the employers who were party to this contract were committed to pay eight cents an hour for all straight-time hours worked into a group dental plan, union-sponsored but jointly administered by the parties.

An agreement covering certain food store employees in Calgary states that the “additional premium paid to part-time employees shall be in lieu of welfare plans and other fringe benefits not applicable to part-time employees”, thus recognizing (at least partially since the extra 10 cents an hour in their wage rates would not represent the full cost of fringe benefits) that part-time employees represent a substantial saving in hourly labour costs to the employer.

Maternity Leave

There is provision for maternity leave in a number of the eastern contracts, and no doubt in other cases such leave is granted at the discretion of management. Only one Ontario contract was found to include maternity leave for regular part-time staff; it states “The employer will grant pregnancy leave provided that it may require the employee to commence leave at any time following three months after the commencement of pregnancy and provided that the employee returns to work not later than three months following birth”.

Grievance Procedure

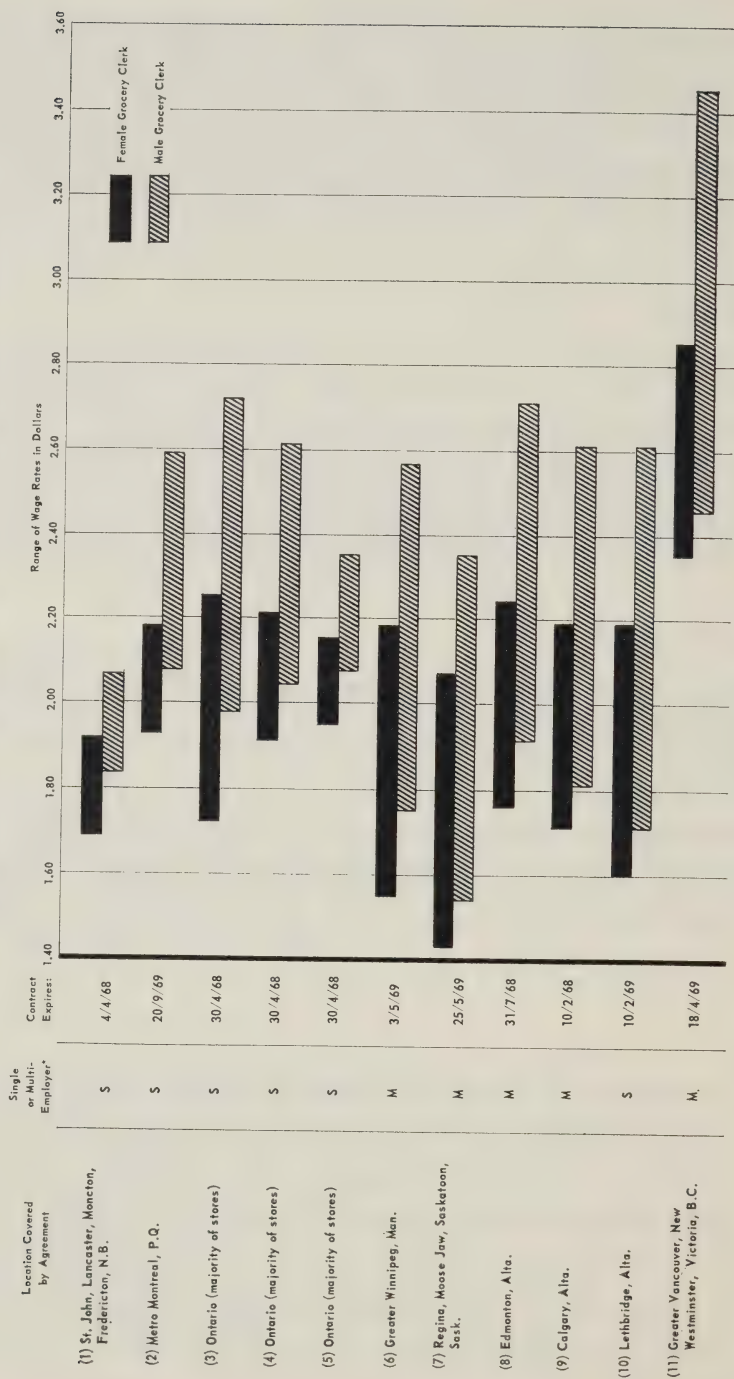
When part-time employees are covered by collective agreements, the grievance procedure is available to them, and problems may be taken through the same channels as for full-time employees, up to top management and arbitration if necessary.

For example, it was learned from the interview with Company C that in the previous two years, 47 grievances, five of which involved part-time employees, had been resolved at the third step in the grievance procedure (head office officials). In the same period, seven grievances, two of which involved part-time employees, had been settled through arbitration.

Seniority

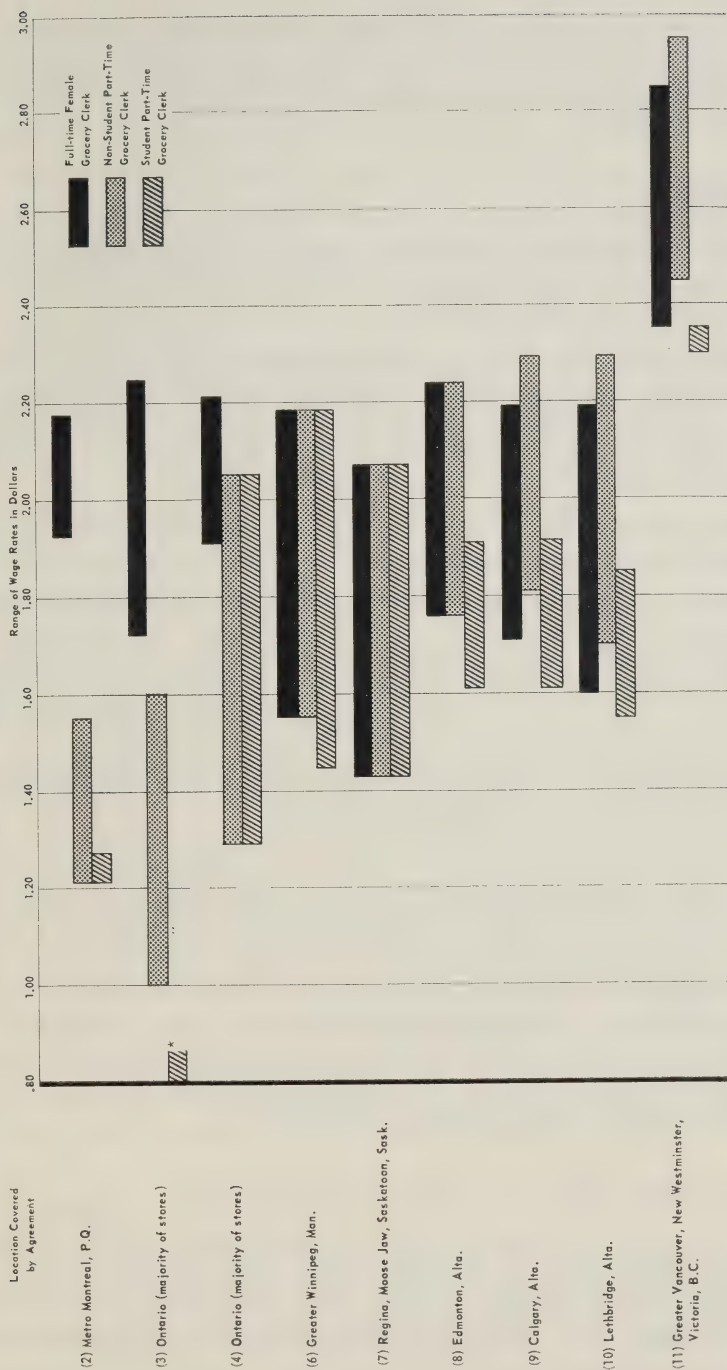
The application of seniority provisions for part-time employees is not clearly stated in a number of the agreements, but it would appear that the list of employees by seniority, or length of service, is separate (and apart) from the full-time seniority list. In fact, in some agreements it is not clear what constitutes length of service for part-time employees; in others, a month of service is taken to mean 173 hours of work (a 40-hour-week month) which may be spread over two or three calendar months. In one instance, after the part-time employee has served a 200-hour probationary period, every calendar month worked, regardless of the number of hours worked, counts for seniority purposes.

Chart A
RANGE OF WAGE RATES, HIRING TO MAXIMUM, FOR FULL-TIME GROCERY CLERK, BY SEX, IN SELECTED COLLECTIVE AGREEMENTS



NOTES: 1. Weekly rates have been converted to hourly.
 2. Female grocery clerk classification includes function of checker-cashier.
 3. Agreement (2) contains starting rates approximately 20¢ less than those shown but these do not cover female checker-cashier function.
 * S=contract signed with one employer; M=contract signed with more than one employer.

Chart B
RANGE OF WAGE RATES, HIRING TO MAXIMUM, FULL-TIME FEMALE GROCERY CLERK AND PART-TIME EMPLOYEES, NON-STUDENT AND STUDENT,
IN SELECTED COLLECTIVE AGREEMENTS



NOTES: 1. Non-student part-time rates apply to females; male non-student part-time rates are 10¢ higher in agreements (9), (10) and (11).
2. Part-time employees are not included in the bargaining units in agreements (10) and (11).
3. Progression to maximum for part-time workers in western province agreements is based on completion of equivalent hours to a full-time month.
* Higher rates at discretion of store manager.

The advantage of seniority for part-time employees is that those with longer service have first claim on available work, both for regular work scheduling and in event of reduction of part-time staff, as well as recall rights after a lay-off.

Wage Rates

In order to compare wage rates by sex for full and part-time food chain employees, the wage schedules of 11 collective agreements, selected to reflect regional variations, were examined.

Chart A indicates the range of wage rates from hiring to maximum for the "base rate" only, that is, for the classification of female and male grocery clerks, including the checker-cashier function. In one contract, the second lowest rates for female grocery clerks were used because they apply to checkout-counter work.

From this chart it is seen that in addition to wide regional differentials — a situation in which the food industry is by no means unique in Canada — there are also sex differentials. In hiring rates for the classification of grocery clerks, women receive from 10 to 26 cents an hour less than men. The differentials between men and women are even greater in the maximum rates to which female and male grocery clerks may progress. In seven contracts (two in Ontario, three in Alberta, one in Quebec and one in Manitoba) female grocery clerks receive between 38 to 47 cents an hour less than the male maximum rate in the same classification; in Vancouver, the differential is 60 cents an hour less for female grocery clerks.

The maximum rates, reached in all cases by automatic increases based on periods of service (which vary from one to three years in the agreements) for this base rate classification of grocery clerk may be considered as "holding rates", an inducement to the employee to remain with the company, rather than as payment for additional skills that are reflected in the jobs in higher wage classifications. Because of the differences in duties required in jobs rated above the base classification (for example, the combination checker-cashier-bookkeeper function) it was thought inadvisable to attempt comparisons based only on wage schedules in agreements.

Wage Rate Differentials, Full and Part-Time Employees

Two of the 11 agreements selected for wage comparisons do not include part-time employees in the bargaining unit. These workers can be paid, according to the union representative, at the store managers' discretion, so that they might be at or above the statutory minimum wage, depending on availability of part-time help.

For the nine remaining agreements, Chart B gives a comparison of rates paid for the entry job — the lowest classification — of full-time female grocery clerk, with minimum and maximum rates for non-student and student employees in the same classification.

Again it is apparent that the differentials in rates between full and non-student part-time female grocery clerks vary widely across the country. The eastern agreements show the hiring rate to be 62 to 72 cents per hour less for the female part-timers performing substantially the same duties as full-time female grocery clerks. Three Prairie province contracts indicate no difference in wage rates between the two categories, whereas in two Alberta agreements and one British Columbia contract, hiring rates for non-student female part-timers are 5 to 10 cents per hour higher than those for full-timers. (Note the previous reference to the Calgary agreement which states that the higher part-time rate is in lieu of fringe benefits.)

The maximum rates for part-time employees is also reached by automatic increases based on length of service. Agreements in the western provinces specify that a part-time employee acquires one month of service by completing the equivalent of monthly hours worked by full-time employees, an arrangement that seems to be equitable.

The British Columbia agreement specifies that if a full-time employee is reduced to part-time, the higher part-time rate (see Chart B) becomes applicable. Students under 18½ who become full-time or non-student part-timer workers received time credit for 50 per cent — up to one year — of their service as students and would be paid according to the applicable rate. There is also another unique clause affecting hiring rates of regular employees, in that after a 45-day probationary period, they are to be placed at the appropriate rate in the wage schedule reflecting previous experience in food supermarkets, unless they have been out of the industry five years or more. This clause is of particular importance to married women who may have to withdraw from employment for a period because of family responsibilities.

Future Outlook

The management spokesmen for the large food chains who were interviewed for this study expect that part-time employment will continue to provide an important component of their work force. Both would welcome a larger number of women applicants with previous experience in sales or

cashiering. The same trends as in department stores would affect an increase in the proportion of part-time staff, such as consumer demand for longer shopping hours, competition for sales volume, and local regulations regarding hours of sale. As previously noted, one employer felt there was a limit to the use of part-time staff beyond which customer satisfaction with service might not be adequately ensured. In addition, the need to develop personnel to assume store supervision calls for a sufficient nuclei of full-time staff from whom to select qualified persons.

Chapter VII

TRADE UNION ATTITUDES TOWARD PART-TIME EMPLOYMENT

Studies such as those conducted by the International Labour Office to ascertain facts about part-time employment have also reported on attitudes of unions and employers concerning the subject.¹

Employer interest in part-time employment was found to be highest where there were shortages in the labour market and where the scheduling of work routines on a part-time basis was feasible. In the retail trade in Canada, it is not only feasible but highly desirable from the employers' standpoint to use part-time staff, because of the substantial saving in costs.

The attitudes of trade unions in various countries, depending on the degree of unemployment and the situation in the industry concerned, appear to range from outright hostility to toleration or indifference, but rarely if ever to enthusiastic acceptance of part-time employment. Since part-time employment may in some instances represent underemployment, trade unions have traditionally regarded it as a threat to full employment and to the standards achieved through collective bargaining.

Women's sections of trade unions, as well as other women's organizations, have expressed the fear that "a spread of part-time work would strengthen the tendency to regard women as a marginal element in the labour force, available when needed, disposable when no longer needed, and hence to a devaluation of women's work in general".² They feel also that it may add to their difficulties in trying to establish equal pay and work opportunities with men.

In retail trade, part-time employment was accepted as inevitable by all union officials interviewed, and, as noted, many part-time employees are now union members. However, the fact that a union can bargain for part-time employees does not end the conflict of interest between the employer's desire to maximize use of part-time help and the union's wish to minimize or limit it, for the reasons set forth above.

In collective bargaining, the retail unions have used three main approaches to the problem, singly or in combination. First, they have sought to incorporate into the agreement clauses to protect the job security of full-time employees. Secondly, to protect the five-day 40-hour week they have endeavoured, through overtime rates and night work premiums, to make any lengthening of the work week prohibitively costly. And thirdly, they have

attempted to secure equitable wages for part-time workers, with varying success as indicated in the previous chapter.

Job Security Objectives

The following clauses from collective agreements will serve to illustrate a number of approaches to protecting the employment of full-time vis-à-vis part-time employees:

1. "Part-time employees or a combination of part-time employees will not be used to displace full-time employees except in case of illness or emergency."
2. "The employer when reducing hours of work in a store agrees he will not reduce the regular scheduled hours of a full-time employee for the purpose of replacing such hours with part-time or casual help."
3. "In view of its responsibilities to its full-time employees, to whom a guarantee is extended, the Company agrees that they shall receive preference over part-time employees in the matter of available employment, and continuity of employment." (The memorandum covering the 'guarantee' states that during the life of the agreement the total number of full-time staff will be maintained at a specified number in each seniority district, qualified by provisions for closing of stores or displacement by introduction of new techniques.)
4. "Any unreasonable use of a part-time person or persons will be considered a grievance Part-time employees shall not be employed to the extent that it results in the displacement of full-time employees or prevents the hiring of full-time employees."
5. "It is agreed that employment of part-time employees shall be held to a practical minimum, consistent with the rendering of a satisfactory standard of service to the shopping public. The number of part-time employees shall not exceed 50 per cent of the total number of full-time employees."

In another contract, a general clause stating that part-time help will not be used to replace or prevent the hiring of full-time employees, the ratio of part-time to full-time help is spelled out in detail, for each day of the week, and for certain times of the day; there is no limit to the use of part-time staff on Thursday, Friday and Saturday on the checkout counters. If it is established that the company has violated the ratio clause, it agrees to pay a penalty of \$10 for each infraction per store to a maximum of \$30 into the United Appeal fund in the area, in the name of the employees. It was noted that monies have been paid out under this provision.

Part-time Employees as Union Members

In all of the unions interviewed that include part-time employees as members, such employees have the same membership and voting rights as those employed full time. A number of special dues arrangements are in effect for part-timers, usually based on cents per hour worked, rather than a flat monthly fee. It was generally admitted that part-time employees are less apt than others to participate in union activities; however, as in most unions, membership participation in union meetings in large urban centres is difficult to obtain except at the time of contract negotiations. The role of the union steward in each store, therefore, becomes important as a link with the mem-

bers. If there are sufficient numbers of part-time employees in a store, they may choose one of their number as a steward. In addition to regular meetings of union stewards, full-time representatives of the unions have the right to visit the stores, with management permission, to discuss any problems with stewards or members, providing there is not undue interference with operations. One of the chief concerns of the union representatives on such visits is to check on the job security provisions of the collective agreement, examples of which are given above.

A shortcoming of this study is that it was not possible to arrange for interviews with an adequate sample of part-time women employees themselves. Through the co-operation of one union representative, the writer did spend a day interviewing part-time women employees in a number of supermarkets during their coffee breaks, an experience which served to confirm the profile of characteristics as provided by Company C. The majority were married and had two or more children of school age or older, and all but two gave economic reasons for working.

All were asked if they would work full time if such work were available. Most were either not sure or definitely stated that they would not work full time, but a number said that they had applied for full-time work but there did not seem to be vacancies. It would be interesting to know to what extent part-time employment in retail trade, or in any other industry, is voluntary or involuntary.

Chapter VIII

GENERAL CONCLUSIONS AND PROPOSALS

The objectives of this study have been stated in the introduction. It is hoped that its findings on the nature and extent of part-time employment based on four case studies in retail will provide a guide for continuing inquiry into a type of employment that has been growing steadily, and that appeals particularly, but not exclusively, to women.

It is obviously impossible from case studies of two major department stores and two large food chains to draw conclusions applicable to retail trade as a whole, or even to the giants in the industry. Certainly, for employees in the myriad of small retail outlets across Canada, working conditions would be substantially different, and probably less favourable, than in the establishments studied here.

All the interviews with management or labour representatives confirm the general prediction that part-time employment will continue to be an important factor in retail employment, and that its proportion will increase if the trend to longer store hours continues. The relative ease with which part-time employees are recruited in retail trade indicates that the supply, especially among older married women, is by no means exhausted. Further, to an extent which is not known, it appears that part-time work in stores may represent "moonlighting" for both men and women who are employed full-time in other activities.

In both the department stores and food supermarkets studied, the regular part-time employees, with conditions of employment to some degree proportional to those of regular full-time employees, were considerably outnumbered by the non-regular part-timers who have less tenure in employment and lower benefits all round. The question of what proportion of part-time employment was voluntary could not be answered, except that students and probably the majority of married women with young children would not be available for full-time work.

It appears evident from data obtained through interviews, and from an examination of collective agreements covering food outlets, that part-time employees in retail trade do not participate in benefits proportionately to full-time employees in such matters as paid vacations, statutory holidays and health and welfare plans, nor are they otherwise compensated for such exclusion. In Eastern Canada, where the majority of the labour force is located, it has been seen that substantial wage differentials exist between full- and part-time employees performing very similar duties.

The prospects of bringing the majority of retail workers under union organization are limited by the great dispersion of outlets in the sector, and by other obstacles already noted. Moreover, in some cases the practices of labour relations boards in establishing bargaining units (for example, requiring separate certification of part-time employees in the company) lessens the effectiveness of collective bargaining for them, since the expiry dates of the agreements may differ for the two groups, and consequently separate bargaining would take place.

With a few exceptions (noted in Chapter IV) part-time employees are not specifically excluded from provincial or federal labour standards legislation, but the qualifications, such as time worked, may well exclude part-timers from many benefits, and again, with very few exceptions, positive reference to the rights of part-time employees to receive proportionate treatment is not contained in the legislation.

The problems of workers in the distributive trades were discussed at a conference of the Advisory Committee on Salaried Employees and Professional Workers of the International Labour Organization, meeting in Geneva in December 1967. With reference to part-time employees, the conference recommended that: "Distributive workers employed regularly on a part-time basis should benefit proportionally from the same basic employment and working conditions as workers employed on a full-time basis. In particular, they should be granted rights and benefits corresponding to those of full-time workers." ¹

The Organization for Economic Co-operation and Development, of which Canada is a member, has published a report by its Manpower and Social Affairs Committee on Employment of Workers with Family Responsibilities. The report concludes by stating: "When part-time workers are employed, their position should be regularized so that the terms, conditions and benefits are not inferior relatively to those of full-time employment." ²

PROPOSALS

The proposals which follow are offered in the hope that they will stimulate discussion and further research in government, industry and labour circles on the place of part-time employment in our economy.

1. There is evident need to define more clearly what is meant by the term "part-time employment." No one definition can embrace all types of part-time employment. A start should be made toward defining casual, seasonal and voluntary regular part-time employment, so that distinctions can be made between the categories in the collection and publication of data. Even if some arbitrary

decisions in terms of hours worked and job tenure must be made to reach such distinctions in definition, they would provide a more satisfactory basis for statistical purposes than the present formula of "less than 35 hours per week" used in Canadian and United States labour statistics. Toward this end, the Women's Bureau should initiate consultations with the appropriate government agencies concerned.

2. As shown in this study, part-time employment is increasing not only in retail trade but in other sectors of our Canadian economy, including government service. The Canada Department of Labour will need to establish ways and means of obtaining current information on the employment conditions of part-time workers. For example, the annual Wage Rate Survey conducted by the Department, at present the only source of occupational wage data which affords comparisons of male and female rates in certain occupations, should periodically survey wage rates of part-time employees as well, in industries where significant numbers of such workers are found. Another area of inquiry for the Department would be establishments which come under federal jurisdiction and the Canada Labour (Standards) Code. Information on the dimension of part-time employment in these establishments, and a comparison of the wages and working conditions of full- and part-time employees, would indicate whether or not amendments to the Code are needed.
3. Equal pay for equal work legislation in the federal and nine provincial jurisdictions arose primarily to entitle female employees to equal remuneration when performing the same, or substantially the same, duties as males. In the Manitoba Act, and the new Ontario Employment Standards Act, discrimination against either sex is forbidden; in Manitoba, if the work required of, or done by, employees of either sex is identical or substantially identical, the employer is required to pay the same rates. The new Ontario Act forbids discrimination by sex in rates of pay for the same work performed in the same establishment, "the performance of which requires equal skill, effort, and responsibility and which is performed under similar working conditions." If the same principle were extended by legislative amendments to call for equal rates regardless of the number of hours worked for the employer, part-time employees would be entitled to proportionate payment for work performed.
4. It has been pointed out that the Canada Manpower Centres have recently begun to register applicants desiring part-time employment,

and are thus in a particularly strategic position to contribute information on this subject. It is hoped that the Department of Manpower and Immigration will in time be able to provide information for other agencies as to the occupation, age, marital status and other characteristics of applicants seeking part-time employment, as well as reasons why they are not interested in or not able to accept full-time employment. The employment counsellors at the Manpower Centres have a key role to play in encouraging or redirecting goals for women and men seeking part-time jobs, depending on the demand side of the labour market.

Further Studies

The dearth of published material on the subject of part-time employment indicates the need for continuing inquiry in occupations where significant numbers of women work part-time — retail trade, hotel and restaurant service, domestic service and clerical workers, in the professions and in certain manufacturing occupations. The above proposals suggest a number of areas in which agencies of the federal government might undertake further research.

Adult educators, trade unions and women's organizations have a special responsibility to stimulate discussions and activities that will make women workers, or would-be workers, aware of their obligation to promote good working standards whether they are in full- or part-time employment.

Without doubt, much greater use of our Canadian womanpower could be made by more flexible hours of work arrangements and the establishment of more child care facilities in the community, but careful and continuing examination of the labour market situation is needed to ensure that part-time employment does not create underemployment or a disadvantaged group of workers.

Only through such studies can we find some of the answers to the question posed by the International Labour Organization, in its *International Survey of Part-time Employment*: "Will any substantial expansion of the part-time labour force cause a deterioration of the position of women in the employment market generally and redound to their serious disadvantage and to a loss of some hard-won victories in their struggle for equitable and equal opportunity and treatment?" A warning note is added: "All that can be said is that it is too soon to tell and that by the time the tendencies can be evaluated properly it may be too late to reverse the trends, if these should prove in the light of experience to be moving in directions unfavourable to the female work force as a whole and to the status of women workers in employment."³

APPENDIX A

Weekly Average Wage and Predominant Range, Salesperson B,*
Retail Trade (other than food and motor vehicles),
by sex, October 1, 1967

City	Weekly Average			Predominant Range		
	Male	Female	Differential	Male	Female	Differential
	\$	\$	\$	\$	\$	
Halifax, N.S.	75	53	22	65-81	40-63	25-18
Moncton, N.B.	80	52	28	63-89	45-60	18-29
Montreal, P.Q.	74	57	17	46-100	46-75	0-25
Quebec, P.Q.	63	48	15	49-73	40-55	9-18
Ottawa, Ont.	71	52	19	50-92	43-63	7-29
Hamilton, Ont.	83	58	25	65-106	48-70	17-36
Kitchener- Waterloo, Ont.	95	54	41	68-125	46-62	22-63
London, Ont.	76	55	21	45-100	46-64	— 1-36
Toronto, Ont.	90	61	29	63-120	50-69	13-51
Winnipeg, Man.	89	62	27	67-110	50-73	17-37
Regina, Sask.	65	54	11	50-85	45-65	5-20
Saskatoon, Sask.	71	64	7	50-87	45-75	5-12
Calgary, Alta.	90	62	28	73-106	50-79	23-27
Edmonton, Alta.	87	61	26	70-102	46-79	24-23
Vancouver, B.C.	95	62	35	75-111	48-80	27-31

Source: Canada Department of Labour, Economics and Research Branch, *Wage Rates Survey*, October 1, 1967, Table 83.

* Salesperson B, Male or Female, Straight Salary, Time Work, is defined for above survey purposes as: "Requires enough knowledge of products to assist customers in making a selection. May sell various types of merchandise or specialize in a particular type of commodity such as wearing apparel, bedding, small electrical appliances, china, general hardware, etc."

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